

FINANCIAL TIMES

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An eerie calm amid Beirut's shelling
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Thursday April 27 1989

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World News

Takeshita's financial aide kills himself over scandal

Japanese Prime Minister Noboru Takeshita's closest aide killed himself one day after Takeshita announced his resignation over the Recruit scandal. Page 20

Chinese defiance

Pro-democracy Chinese students defied official warnings and said they would march on central Peking. Page 5

Mauritanian riot

Rioters killed at least 40 people and wounded 700 in two days of attacks against Senegalese living in the Mauritanian capital Nouakchott. Page 5

EC student threat

European Commission threatened to withdraw plan allowing students to study in other member states. Page 3

Polish reform

Poland's parliament began debating a historic bill granting the Roman Catholic church legal status and ending more than 40 years of church-state strife. Page 2

Namibian arrests

South African-led forces handed 35 captured Namibian nationalists to UN peacekeepers as a goodwill gesture. Page 2

Soviet N-gag

Soviet authorities have drawn up new curbs on press reporting of accidents at nuclear plants. Page 3

Iranian spy claim

Iran named high-ranking officers and a senior foreign ministry official as being members of a US spy ring. Page 5

Soviets in SA

South Africa greeted first official Soviet delegation to the country since diplomatic relations were broken off in 1966. Page 5

Israeli shooting

Israeli troops shot dead two Arab boys aged eight and 18 in the occupied areas. Page 2

East-West traffic

East and West Germany are considering negotiating a unique air traffic agreement which would provide for the first flights between them. Page 2

Contaminated food

UK Government confirmed blackmalters were behind some of the growing number of contaminated baby foods discovered nationwide. Page 9

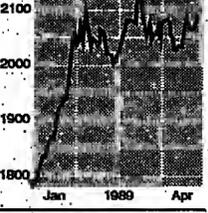
Business Summary

Boeing wins \$15bn order from United Air Lines

Boeing, world's biggest jet aircraft builder, has won its largest individual order yet - for a total of 370 aircraft worth \$15.74bn - from United Air Lines. Page 20

FT-SE 100 Index

The deal comes within eight days of the previous record order from GFA, the Irish leasing company, which is to buy a total of 182 Boeing jets, including options, worth \$9.4bn. Page 20



trade figures. Blue chips responded with substantial gains across the board. MOBIL Corporation, US oil company, is poised to announce divestment from its \$400m South African refinery. Page 5

US economy expanded at a rate of 5.5 per cent in the first quarter of 1989. Page 5

GOODMAN Fielder Wattie, Australasian food giant under siege from Ranks Hovis McDougall of the UK, rejected RHM's \$2.4bn takeover offer. Page 21

BRITAIN'S current account balance of payments deficit in March was the lowest since September. Page 9

SKANSKA, Sweden's largest construction company, is to acquire Slatery Associates, a New York-based contractor, for \$23m. Page 22

BRITISH Aerospace has turned to the French state-owned Thomson-CSF for the seeker system on its latest guided missile. Page 6

FIRST National Bank, South Africa's largest banking group, lifted total advances by 11 per cent. Page 22

WEST GERMAN inflation has reached 3 per cent, its highest for five years. Page 3

ISRAELI Investors Corporation, subsidiary of Israel's Koor Industries, will realise up to \$20m by selling its stake in the Jerusalem Post. Page 24

TIMES Mirror and Washington Post, two US media companies, have reported higher earnings from operations but lower net profits. Page 24

INSPECTORATE International, Swiss quality control group, unveiled a rights issue and forecast higher profits. Page 22

INTRUM Group, Swedish company, claims to be Europe's largest commercial debt recovery business, is to acquire Unical, a major UK competitor. Page 8

CRAY Research, the world's leading maker of supercomputers, broke even in the first quarter after customers postponed deliveries. Page 24

NESTLE, Swiss confectioners, said up to 25 per cent of registered shares were in foreign hands. Page 22

EGYPTAIR ordered seven more 260-seater Airbus A300 jetliners. Page 6

USX, Pittsburgh-based energy and steel company, reported near-doubling of first quarter net profits. Page 24

Gorbachev's purge of the Party is a marker not a milestone

By Quentin Peel in Moscow

MR Mikhail Gorbachev's dramatic purge of 110 "dead souls" at the top of his ruling Communist Party amounts to the latest step in a radical shake-up of the entire party leadership across the country. As yet, however, it only clears the way for the election of a new generation to the central committee - the supreme policy-making body of the party. That event could still be postponed until 1991, when a full party congress is due. Mr Gorbachev and his colleagues gave no hint that they were planning to bring the con-

gress forward to an earlier date, in spite of the fact that many party leaders in the provinces are now excluded from voting in the party's top body. The mass resignation of the 110, almost all of them leading figures during the rule of Mr Leonid Brezhnev, has also significantly shifted the composition of the central committee. Seventy-four full members have quit, only 24 junior (candidate) members have been promoted to take their place. Representation of the military, for example, has slumped,

with the departure of five full generals, and five full marshals, to be replaced by only one rising colonel-general, in particular, General Mikhail Moiseyev, the Chief of the General Staff, is not even a junior candidate member of the central committee yet. The largest category of all in the list of retirements is that of former ministers, totalling 24, including one former prime minister - Mr Nikolai Tikhonov - and three one-time deputy premiers. The list also includes Mr Andrei Gromyko, the former

foreign minister who was promoted to the job of state president, until he stepped down for Mr Gorbachev himself last September. The "dead souls" - so called because they had no official jobs left to justify their presence in the central committee - also included 12 former top members of the permanent party bureaucracy, such as Mr Boris Ponomarev, who headed the international department of the central committee from 1956 to 1986. There were two top officials of the Supreme Soviet, six

senior Communist Party leaders from the republics (like Mr Geldar Aliyev, the former Azerbaijan leader, and Mr Karen Demirchyan, party boss in Armenia for many years), and 15 regional party secretaries, the pillars of the party establishment. Only a handful of such party bureaucrats have been brought in to the central committee in their place. Of the 24 junior members promoted the largest group consists of eight ordinary factory workers. One of the reasons for the switch is that Mr Gorbachev's

hands are tied by the system. Many of the new party leaders - six republican party leaders and no less than 88 regional secretaries - are not even candidate members of the central committee. They can only be elected at a party congress. So why did Mr Gorbachev not announce an early congress? His lieutenant, Mr Vadim Medvedev, ideology chief in the Politburo, admitted that one key reason for the shake-up was the presence of all those party officials outside the central committee. Continued on Page 20

Gold Fields fights on despite surge of support for Minorco

By Kenneth Gooding, Mining Correspondent, in London

MINORCO, the South African-controlled investment company, yesterday moved closer to winning control of Consolidated Gold Fields after receiving more support than expected for its £3.5bn bid for the UK diversified mining group. Counting was still going on when Minorco ended a day of drama by announcing it owned or had acceptances in respect of 54.8 per cent of the Gold Fields shares. The City's immediate judgment was that this was enough to put irretrievable pressure on the Gold Fields directors to drop the US court case which prevents Minorco buying any more shares and taking up the acceptances. However, Mr Randolph Agnew, chairman of Gold Fields, said his board last night had unanimously decided not to abandon the US civil case. He said the board had taken counsel's opinion, "that opinion was that, if the companies have been making against Minorco in the New York court were reasonable - and of

course we think they are - we as board are duty bound to pursue them to protect the company from damage. "We would be neglectful of our duties and could be sued if we did not." Gold Fields believes it unlikely that any concerted City campaign will emerge to press the board to change its mind about the court battle. Soundings by Cazenove, its broker, suggested that 26 of the 30 major Gold Fields shareholders supported the company yesterday - including the two largest, Prudential Group and M&G. Unless it can win an extension from the Takeover Panel, Minorco has 21 days to clear the US legal obstacles otherwise the bid would lapse, acceptances would be returned and Minorco would not be able to return with another offer for at least a year. Minorco is almost certain to ask the Panel for an extension so that it can requisition an extraordinary general meeting of Gold Fields to put a special resolution about the US court

action. The number of acceptances declared yesterday - at least 24.9 per cent - to some extent defused a row involving Royal Insurance which attempted at the last moment to withdraw acceptances representing 0.6 per cent of the Gold Fields shares. Alerted by yesterday's report in the Financial Times that Royal intended to accept, some of its directors hastily called for the decision to be reconsidered. However, its withdrawal arrived too late and Royal's shares remained among the acceptances. Schroders and Cazenove respectively scooped up 1.12m and 280,000 Gold Fields shares at £12.40 each early yesterday, a 0.7 per cent stake which otherwise might have gone to Minorco. Sir Michael Edwards, Minorco's chief executive, described yesterday's result as "a vote of confidence from our fellow shareholders which is greatly appreciated." Mr Agnew presented the statistics in a different light,

pointing out that, once the 30 per cent held by Minorco was discounted, holders of 64 per cent of the outstanding Gold Fields shares "rejected the bid and stayed loyal to Gold Fields." He said: "It would be a sad day for Britain and the City of London if the fate of a company such as Gold Fields were to be determined by short-term speculators." Minorco disputed his arithmetic and claimed that holders of about half the free-floating Gold Fields shares had accepted. The forceful stance being taken by the target company was illustrated by the fact that Schroders last night formally asked the Takeover Panel "to investigate whether American Barrick Resources [a Canadian gold mining group which owns 1.6 per cent of Gold Fields] has any undisclosed arrangements with Minorco."

US makes plans for possible intervention in Panama

By Lionel Barber in Washington

ACCORDING to a senior US administration official, the US is likely to wait to see if unrest erupts in Panama before deciding what action to take. The use of force to remove General Noriega from power has not been ruled out. "There is a lot of opportunity for turmoil," the official said, drawing a parallel with the rigged Philippine elections in 1985 which led to the downfall of President Ferdinand Marcos. The US lacks the same leverage in Panama, where for two years a mixture of economic sanctions and diplomatic pressure has failed to persuade Gen Noriega to step down as commander of the Panamanian Defence Forces and de facto ruler of Panama's 2.2m people. Gen Noriega has survived by exploiting intergovernmental squabbling in Washington and US reluctance to use force in Panama, where 40,000 US citizens live. But he has also played on Latin American fears that the US's real goal is to renege on the 1977 Panama Canal Treaties under which it is to turn over control of the canal to Panama by the end of the century. Under the treaty, however, the US administrator of the Canal Commission is to be replaced at the end of this year by a Panamanian whose appointment will be subject to confirmation by the US Senate. Mr James Baker, US Secretary of State, has warned that a Noriega appointee will not be acceptable. Officials concede that this spells a crisis over the implementation of the Continued on Page 20

European Commission inspectors raid cement producers

By William Dawkins in Brussels

Ten of the European Community's leading cement producers have been raided by European Commission inspectors in search of evidence of possible illicit price fixing and production sharing. Surprise visits took place yesterday and on Tuesday at companies in Belgium, France, West Germany and Italy, responsible for about half the EC's 54bn (\$6.8bn) a year cement output. No British companies were raided, possibly a reflection of the fact that the three main UK cement producers scrapped their own Government-sanctioned price fixing accord two years ago. Commission anti-cartel inspectors photocopied documents at three French companies, Ciments Lafarge, the world's third largest cement producer, Ciments Vicat and Societe des Ciments Francaise. French cement makers are the subject of a separate inquiry into market rigging launched last July by the French Government. Dawn raids were also mounted at Cimentieries CBR, Compagnie des Ciments Belges and Cimentieries d'Obourg in Belgium; Dyckerhoff, Heidelberg Zement and Schwenk in West Germany; and Italcementi in Italy, the largest cement producing country in the EC's 160m tonne per year industry. The inquiry, the latest evidence of the Commission's increasingly tough stance against all kinds of market rigging, comes just two weeks after the Commission staged dawn raids at six large chemicals producers suspected of Continued on Page 20

Delors renews EMS debate in UK

By Philip Stephens, Political Editor, in London

The Delors report on European monetary union has reopened a high-level debate within the British Government on the possibility of full British membership of the European Monetary System. Mr Nigel Lawson, the Chancellor, said by colleagues to be concerned that if Britain continues to stay out of the EMS' exchange rate mechanism it will be in a weak position to influence the debate within Europe on the report. That view is shared by Sir Geoffrey Howe, the Foreign Secretary, and by a number of senior officials in both the Treasury and the Foreign Office. The report, produced by a committee of central bankers under the chairmanship of Mr Jacques Delors, the president of the European Commission, proposes a three-stage transition to monetary union. It is thought that the Foreign Office has been privately

assured by the Paris and Bonn governments that the second stage could be "put on ice" if Britain agreed to the full EMS membership proposed by the report for the first phase. There is no indication, however, that Mrs Margaret Thatcher, the Prime Minister, has dropped her implacable opposition to an early move to take sterling into the EMS. Earlier this year she indicated that she was far from convinced that the exchange

rate mechanism would survive the removal of capital controls which will accompany the creation of a single market by 1992. She also emphasised her view that it was impossible for the Government to set targets for both the exchange rate and inflation. The renewed attention within the Treasury and Foreign Office on the EMS has been stimulated by both the Delors report and by continued

Continued on Page 20

Nissan plans to double output in Europe over next ten years

By Kevin Done, Motor Industry Correspondent, in Tokyo

NISSAN, Japan's second largest automotive group, is planning to increase sharply its manufacturing capacity in Europe over the next decade. Mr Yutaka Kume, Nissan president, yesterday outlined an expansion strategy which would double its production capacity in Britain to 400,000 cars a year by the late 1990s and more than double the group's production capacity for commercial vehicles and four-wheel-drive leisure-utility vehicles in Spain to about 200,000 units a year. The expansion would allow Nissan to overtake Vauxhall, UK subsidiary of General Motors of the US, and challenge Ford for second place as a car maker in the UK behind Rover, the subsidiary of British Aerospace. It could make it the leading UK car exporter. Mr Kume's disclosure came only a week after Toyota, Japan's largest automotive group and Nissan's main

domestic rival, announced it would build its first European assembly plant in a £700m (\$1.2bn) investment at Burnaston, near Derby in the English Midlands. The Toyota plant is scheduled to start production in 1992, with output rising to 200,000 cars a year by 1997-98. "I hope to have 600,000 units a year production capacity in Europe by the late 1990s," said Mr Kume. "This is my prestige project, a car a year in the UK by the late 1990s." Last year Rover built 450,666 cars in the UK followed by Ford with 375,542 and Vauxhall with 175,498. Nissan began production at its 2610m car plant at Sunderland in north-east England in 1986. Output is expected to total 75,000 units this year, rising to 200,000 units a year in 1992-93. The group's planned expansion in Europe includes production of a new, four-wheel-

drive leisure-utility vehicle to be developed jointly in Europe with Ford of the US. Ford and Nissan are already co-operating in the US on the development of a so-called people mover - a passenger-carrying minivan - which will be produced at a Ford plant in the US. Mr Yoshikazu Kawana, Nissan director responsible for Europe, said a go-ahead for the project with Ford was expected later this year. The planned multi-purpose vehicle would be produced at the Barcelona plant of Nissan Motor Iberica, Nissan's Spanish commercial vehicles subsidiary. He said Nissan was planning to invest about ¥100bn (\$760m) in the Spanish operations in the four years to 1992. Nissan was also considering developing a range of panel vans in the 1.8-tonne to 3.5-tonne class for production at its Spanish plant in the 1990s.



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MARKETS

Table with market data including New Zealand Barclays Index, US 3-month Treasury Bills, and various bond yields.

Table with stock indices including New York close, Dow Jones Ind. Av., S&P Comp, and various international indices.

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Table of contents listing various articles and their page numbers, such as 'UK defence sales: Outlook for Britain's huge Saudi Arabian arms deal' and 'Editorial comments: Further to go on farm costs'.

EUROPEAN NEWS

Britain in fish quota protest

BRITAIN has sent a sharp letter to the European Commission defending new legislation preventing other Community nationals registering fishing vessels as British boats, writes Tim Dickson in Brussels.

The provisions of the Merchant Shipping Act were introduced this year to outlaw the controversial practice of "quota hopping", whereby fishermen from other EC states (notably Spain) use part of the fixed "catches" for certain species allocated under the common fisheries regime to their British counterparts.

The British law, which requires newly registered fishing vessels to be at least 75 per cent British owned, fell foul of the Brussels authorities because it discriminates on grounds of nationality and offends against the principle of free trade of establishment. The Commission sent out a "reasoned opinion" saying Britain was in breach of Community law - a procedure which could lead to an action in the European Court.

Quota "poaching" has been a growing problem for some time, but the tensions have worsened lately as key stocks in Community waters have been depleted by overfishing.

The issue of whether an act of Parliament could be nullified by the European Court is causing concern in British Government circles and the outcome of the legal battle is being watched with close interest in Downing Street.

The British letter highlights damage to UK fishermen from quota hopping; puts forward several legal arguments to justify the legislation, notably the link established by the International Geoeva Convention of 1953 between a vessel and state's flag; and it says other EC members have similar restrictions.

Brussels wants 4.4% rise in EC spending next year

By David Buchan in Brussels

A RISE of 4.4 per cent in European Community spending was proposed yesterday by the European Commission, with more cash for poorer regions and new priorities like environmental protection.

The proposed 1990 spending budget of Ecu46.8bn (£30.4bn) is the first to be drafted since the three EC institutions - Commission, Council of Ministers and Parliament - last summer agreed five-year guidelines, the most important of which puts a lid on farm spending.

In fact, the Commission projects that agricultural spending next year will be Ecu3.8bn below its maximum limit. This is due to the beneficial twin effect of internal EC "stabilisers" and of relatively higher international prices which have reduced the subsidies needed to offload surplus European food on the world market.

Mr Raymond McSharry, the Agriculture Commissioner, had proposed giving member states the benefit of some Ecu3bn of the savings in his sector, but was overruled by his Commission colleagues in the interest of keeping the overall EC budget (spending and receipts) lower than it would otherwise have been.

By accelerating farm-related rebates to member states the McSharry plan might have appeared in the Gatt talks to increase overall EC farm spending. A majority in the Commission feared this would be taken amiss by the Community's trading partners, at a time when the EC has promised in the Gatt talks to freeze farm spending.

Under yesterday's budget proposal, which must go through two readings by the Council of Ministers and the Parliament, the share of EC spending devoted to propping

up farm prices would fall to 54.9 per cent next year, from 57.6 per cent this year and 61 per cent last. But out of this, the Commission proposes to set aside Ecu70m next year to help crack down on fraud.

The Commission proposes a 23.5 per cent rise in spending on environmental protection, while payments by the regional and social funds to poorer regions would amount to Ecu11.5bn.

In macro-economic terms, however, the budget remains puny, accounting for around 1 per cent of total gross national product of the Twelve and about 2.25 per cent of their total public spending. This was a point which the recent Delors Committee report used to underline its argument that the Twelve must co-ordinate their budgetary and fiscal policies if they want to achieve economic and monetary union.

Polish poll underlines power of the Church

By Christopher Bobinski in Warsaw

POLAND'S FREEST election campaign for 40 years began in earnest this week as 28 Solidarity hopefuls set off to collect the 3,000 nominating signatures each needs to qualify as a candidate for the June poll.

The newly legalized opposition movement aims to secure a comfortable majority of the 100 Senate seats, and the lion's share of the 35 per cent of Sejm (lower house) seats for which non-Communists may compete.

Putting the candidates' list together has at times been traumatic, and the process has brought the Catholic Church's power into sharp relief.

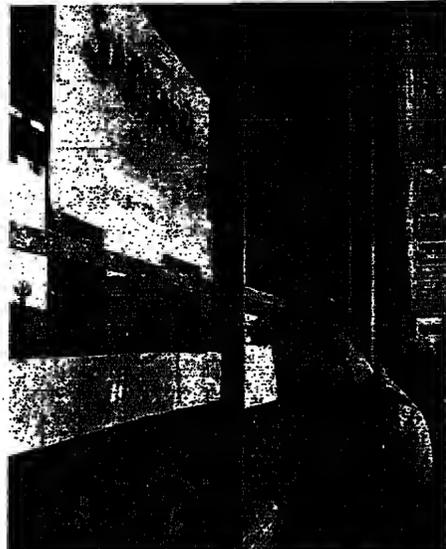
It is no accident that the only map prominently displayed in the Solidarity headquarters has the borders of the country's dioceses inked in.

The debates over whom to put forward show Solidarity sees its parliamentary role and the pitfalls it faces.

Mr Lech Walesa, for example, has resisted pressure to stand himself, sensing that should things go badly wrong and the parliamentary team gets too involved in the system, he could lose shop-floor credibility.

Right-of-centre opposition figures like Mr Alexander Hall, of Young Poland, argued without much success that the election should be fought by Solidarity in coalition with the smaller groups. There is a growing feeling on the right wing of the opposition that Solidarity is very much in the hands of its social democrats.

But the free market liberal group did manage to get more than a dozen names on to the Solidarity list, largely thanks



Solidarity election material interests a passing Pole

Hungarian liberal with eyes turned westward

By John Lloyd

MR IMRE POZSGAY is the most prominent liberal now in the leadership of any ruling Communist Party.

The word is used loosely by Mr Mikhal Gorbachev, for example - but is here used because there seems to be no other.

Since the beginning of this year, Hungary's Deputy Prime Minister has outraged many of his fellow in the Hungarian Socialist Workers Party (HSWP) by calling the 1956 revolt a popular uprising.

Then, 12 days ago, he conjured up - only to dismiss for the moment the prospect of a split in the ruling party, and called for a much faster rate of economic and political reform. He is in the clear ascendant in the reform wing and is more popular in the country than the ambiguous and hesitant party leader, Mr Karoly Grosz.

In October yesterday to inaugurate a Hungarian cultural exhibit, he took a 90-minute news conference in the spirit of a man impatient for the reshaping of his country into a member of the European family of constitutional democracies.

Socialist states, he said, could be administered but not governed: the penetration of the party into every crevice of civil society had killed economics, civility and, in the end, politics itself. All of these had to be exhumed from their unquiet graves and massaged into vigorous, autonomous life.

The Hungarian central committee session of February 10-11 had, he said, established the reform process as the party's programme, although there were plenty of conservatives at every level.

Since that was so, he would not advocate a split, for "in this case a power vacuum would be created in Hungary. Before other political forces could develop we would be left standing on the edge of an abyss." But if the party took a "Stalinist turn" he would be out, and the reformers with him.

He has some cause for thinking the things are going his way. A new constitution should be in draft form by June. It would function, he said, within a legal framework which would favour human rights above all else. Laws on media and religious freedom were being prepared or discussed. In both areas, the guiding principle is, he says, to create or re-animate autonomy.

His vision, which he thinks is shared by the most vital spirits in the party, is for an HSWP prepared to compete for and lose power.

He takes one lesson above all from Poland's early 1980s: "Through a dictatorship power can be protected but a country cannot be made to function." For his own, increasingly dysfunctional, country he prescribes continuing massive doses of democracy.

A neutral Hungary would, he believes, cause the Soviet Union no problems now, and he has his eyes turned unambiguously westward. "Conceive of the present time as a corridor - at the end of it is the European Community."

For all of his roly-poly charm and his courage, he gives a sense of the fragility of his position: in his constant admission that he is exposed, at least within the party, is a throwaway comment that the "anonymous masses have not yet spoken - (though) when people cannot tolerate any more, they will burst out in rebellion." Mr Pozsgay wants to get there first.

Nato crisis 'is most serious yet'

By David Goodhart in Bonn

CONFLICT within Nato over the modernisation of and negotiations over short-range nuclear weapons had created the most serious crisis in the organisation's history, Mr Egon Bahr, the East-West strategist of West Germany's opposition Social Democrats, said yesterday.

Mr Bahr, one of the architects of Ostpolitik in the early 1970s and still listened to with respect in many Western capitals, said incompetent strategic diplomacy on the part of the centre-right coalition in Bonn was an important factor behind the crisis.

"It is a scandal that the German Government two years ago demanded a comprehensive concept for European security over the next decade but then did nothing to produce one," he said. Although a supporter of negotiations over short-range nuclear weapons - rejected by the US and UK - Mr Bahr said he understood US cooperation with the Bonn Government.

He claimed he could never remember a time when relations within Nato had been so strained, even during the arguments over inter-continental missiles in the late 1950s and when France partially withdrew from Nato. On these occasions the reality of a serious threat from the East had

helped avoid a crisis.

Mr Bahr believes Nato's Lance short-range missiles should not be replaced with longer-range ones and claims the existing missiles will last at least another 10 years, not just until 1995 as is usually claimed.

Mr Helmut Kohl, the Chancellor, will today present a wide-ranging policy report expected to include an elaboration of the German position on Nato missiles. Some influential voices in the coalition, such as Mr Volker Rube, are stressing Bonn's position as reported to Washington earlier in the week was only a starting point for negotiations.

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to the fact that its leader, Mr Andrzej Machalski, is organising Solidarity's campaign.

Other small groups have had to choose between attempting to secure a place for individual activists on the official opposition lists, or deciding, like the radical KPN independence party, to stand against the official opposition candidates.

Several candidates enjoying the backing of the Primate, Cardinal Joseph Glemp, including a handful of Christian Democrats, have failed to win a place on the opposition list.

This has deepened the rift between the Church leader and Solidarity which has developed despite Mr Walesa's warm relations with the Pope.

But the Solidarity list does include members of the Catho-

lic intellectual clubs, and in the small towns and the countryside, few Solidarity committees have risked putting up candidates who might be frowned on by local clergy.

Thus in a town north-east of Warsaw, a local lawyer had to be dropped when his admission that he was an atheist raised eyebrows among local clerics.

Another front-runner, a gynaecologist suspected of having conducted quite legal abortions, went the same way.

Given Solidarity's lack of access to the official media, the churches will inevitably play a major role. They are needed first to help people collect nomination signatures after Sunday services and then discreetly in regional parishes whom to vote for.

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At the Annual General Meeting on the 26th April, Abbey National Chairman, Sir Campbell Adamson, made the following comments:

"1988 was the year in which Abbey National consolidated new areas of business allowed by legislative changes. I am pleased to say that despite the investment this incurred, the Society managed to perform very well.

Group profits after tax rose by 21% to £270 million. And the total assets of the Group grew by 19% to £31.5 billion. Results like these pave the way for a healthy Abbey National in the future.

But the way has also been paved with new products and services that meet the developing needs of the customer.

So, in March 1988, two types of cheque account were launched. These have been so outstandingly successful that we now have 800,000 customers for these accounts, making us a major force in the transaction market. Indeed, high street banks have now been forced to pay interest on their current accounts.

In order to provide a broad range of financial services, Abbey National Financial Services Ltd. was established in 1988. Their growing number of representatives offer independent "best advice" to customers.

Our house building subsidiary, Abbey National Homes Ltd., was active on nine sites throughout the country, and is set to become increasingly active in future years. Cornerstone, our Estate Agency chain, continued



Naturally, we did not overlook our core business. The Five Star and Sterling Asset accounts offered attractive rates of interest, and members were given greater access through the expansion of Abbeylink to some 1200 machines.

The demand for our Mortgages was high with lending up by 26% at £7.5 billion. Responsible lending continued to be our approach, and in September we became the first major building society to offer fixed rate mortgages.

To keep pace with changes, we launched a major customer care programme and soon all our staff will have attended the appropriate course. We have moved into new areas because we know we cannot stand still. It is this fact that led us to propose to our members that the Society convert to plc status.

As you know, the result was an overwhelming vote in favour. The next stage will be to seek confirmation from the Building Societies Commission, followed by a flotation in the summer. Then our members will have the chance to buy extra shares.

The funds raised will be used, as promised, to improve customer service with more and better equipped branches, more technology and more services.

1988 was our busiest year. 1989 has already been the most momentous year in our history, and we look forward to a great future as a public limited company."

to develop and we now have over 400 offices handling residential and commercial business.

We looked forward to 1992 and the challenge of Europe by starting a joint business venture in Spain, Abbeycor Nacional Hipotecario. Abbey National (Gibraltar) Ltd. was also started, providing mortgages for UK expatriates in Spain.



Olivetti urges steps to restructure computer industry unhampered

By Hugo Dixon in London

EUROPE'S computer industry should be allowed to restructure itself without government intervention, Mr Vittorio Cassoni, chief operating officer of Olivetti, Italy's largest computer company, said yesterday.

Mr Cassoni said the industry would need to eliminate duplication through a series of take-overs and joint ventures if it was to regain its international competitiveness. "We are too many in Europe. Some of us will have to disappear."

However, he warned governments against intervening with the process. "My plea is to let natural forces play."

Mr Cassoni's comments, made at the Financial Times World Electronics Conference in London, came at a time of heightened speculation that Europe's computer companies are about to embark on a spate of corporate restructuring.

There is a perceived need to build larger cross-frontier organisations that can co-operate on research and marketing to prepare for the single European market in 1992. Mr Cassoni said Olivetti intended to be one of the leaders of this process. ICL of the UK and Siemens of West Germany are frequently mentioned as other potential leaders.

Mr Cassoni criticised Europe's Governments for failing to buy enough computers from European companies outside their country. He said a European company's chances of selling computers to the government of another European nation were "basically nil" and the position had worsened in the past few years.

He urged the European Commission to press ahead with its deregulation of telecommunications markets throughout the region, a policy that has recently looked as though it is running into problems.

Elsewhere during yesterday's conference, Sir Geoffrey Pattie, former British Minister for Information Technology, said the Community had to develop a policy to snare inward investment that did not lead to the region being colonised by Japanese companies.

Interdependence in trade and technology was good, but one-sided dependence and economic colonisation was bad.

Sir Geoffrey also sharply criticised the British Government's approach to inward investment. Britain's success in attracting investment by Japanese companies was being bought "at huge expense" not just in terms of taxpayers' money, but also by harming the competitive prospects of companies operating in other European countries.

His hit out at the British Government's failure to invest enough in research and development, infrastructure, skills training and co-operation with other European nations.

Speaking on the first day of FT Conference, Sir Geoffrey argued that a European policy on inward investment should

focus on the quality rather than the quantity of investment. "The aid test should be a company's willingness to invest in R&D as well as manufacturing facilities."

He said he did not expect the British government to take the lead in formulating such a policy. "Indeed, we can expect the UK to continue to play mixed roles as branch manager of inward investment and half-hearted participant in EC-centred research."

He added: "In the absence of a wider, longer term view of the issues, I would expect the

FT CONFERENCE

WORLD ELECTRONICS - EUROPE'S ROLE IN AN INTERNATIONAL INDUSTRY

UK to continue to pursue a self-interested approach which will create jobs of non-EC design in some places while destroying jobs of EC design in others."

Mr Franz Nawradl, director of Hewlett-Packard's European operations, took a different line on inward investment. Such investment had allowed Europe's electronics industry to become substantial.

Inward investment created jobs, helped sub-contractors to flourish, promoted exports, brought new styles of management to the continent and led to increased R&D.

Even so, he agreed there could be drawbacks if companies did not do research in Europe and called for "balanced inward investment", which would consist of a proper spread between R&D, manufacturing, sales and local procurement.

A similar pro-competition stance was taken by Mr Michael Patsalos-Fox, a consultant at Mickinsey & Co in London. "The trick is to be able to use the 1992 initiatives in the short term to create a more, rather than less, competitive internal market. The fundamental point here is that to create globally competitive organisations, the home base has to be a competitive one and nowhere better than in Japan do we see this illustrated."

Mr Ivor Cohen, a director of AB Electronics of the UK and the conference chairman, argued that the present trend to greater scale in the electronics industry was only a transitional phase. Once cross-border takeovers and alliances had been constructed, companies would have to turn their attention to how these new groups could be managed in an innovative way.

Freedom Party leader confident

MR Jörg Haider, leader of Austria's far-right Freedom Party (FPÖ), expects to be elected provincial governor of Carinthia with the support of the conservative People's Party (ÖVP), junior partner in the socialist-led coalition government, writes Judy Dempsey in Vienna.

However, in an interview yesterday with the Financial Times, he denied suggestions that his election with ÖVP help would precipitate the break-up of the Socialist-ÖVP coalition in Vienna and hence an early general election.

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EUROPEAN NEWS

Colourful tale of British breakfasts

By William Dawkins in Brussels

THE STUFF that gives some British kippers their rich gold colour could be outlawed by 1992 if the UK's more gastronomically sophisticated partners get their way.

Pink dye in British and Irish sausages and Danish hot dogs could go the same way if EC member states fail to heal a rift between themselves over just what colourings should be acceptable in Europeans' food.

The dispute is a revealing illustration of how traditional national tastes can complicate the drive for a single European market.

The source of the controversy, on the menu for a ministerial meeting next week, is a European Commission plan to give EC authorisation to the artificial colourings known as Brown FK (for kippers) and Red 2G, as used to give pork sausages that blinding pink tint so important to a proper Anglo-Saxon breakfast.

Without these artificial colours, kippers would naturally come out grey, while sausages would be bleached white by their preservatives, claimed an EC food expert yesterday.

If, as seems likely, ministers fail to agree, the UK and Ireland would have to rely on existing national food colouring standards, which are technically due to be phased out by 1992.

British kippers and bangers are hardly exported, since most other Europeans consider them barely edible, so the Commission sees no objection to letting the average Briton eat what he likes so long as it has an EC label on it.

However, five other member states, including West Germany, Italy and Belgium, are blocking the move because they cannot understand why anyone should want to flood meat with chemical colours, said an official.

The Danish hot dog's problems are different. It contains a colouring, erythrosine, declared by independent scientists to be mildly carcinogenic. For that reason, the Commission wants to limit its use to foods that cannot do without it — like Danish frankfurters.

Another in the same category is an orange colouring, canthaxanthin, used in Strasbourg sausages and some kinds of chewing gum, and which can build up on people's retinas.

The same five countries object to the Commission's plan to restrict the use of these substances on the grounds that they should be banned completely. Officials are trying to find a solution for next week's meeting of ministers.

Brussels bid to open door for students

By William Dawkins

THE European Commission, according to a rapidly used tactic, yesterday issued a threat to withdraw a long deadlocked plan to allow students automatic freedom to live and study in other member states, because of continued wrangling between governments.

Mr Martin Bangemann, the Internal Market Commissioner, obtained the consent of his 16 Commission colleagues yesterday to scrap the plan if EC governments fail to agree in principle on a revised version at a ministerial meeting next Wednesday.

He is deeply frustrated at member states' inability to sink their differences over the scheme, tabled by the Brussels authorities 10 years ago.

All wage- and salary-earning EC citizens are guaranteed the freedom to live anywhere in Europe, under the Treaty of Rome. This plan aims to extend that same right to non-earners, mainly students, but also old age pensioners.

France could only accept the plan — which needs unanimous agreement — if foreign students provided proof they could support themselves.

That suggestion is blocked by Greece, which sends a high proportion of its students abroad.

Denmark and Britain, meanwhile, are unwilling to include pensioners in the directive, an objection once dubbed an "obscurity" by Lord Cockfield, Mr Bangemann's 72-year-old predecessor.

In an attempt to break the deadlock, Mr Bangemann is proposing that freedom of residence be allowed to students and pensioners on condition that they do not make social security claims in their new country and that they take out private health insurance before arriving.

Two German states may establish air links

By Leslie Collett in Berlin

EAST AND West Germany are considering negotiating a unique air traffic agreement which would permit flights between them across the East-West German border for the first time and the use of East Berlin's Schönefeld airport for West Berlin's International flights.

A senior West Berlin official said both German states were outwardly expressing uninterest in such negotiations in order not to "drive up the price" before they begin. "We are in a phase where both sides are playing a game of poker to see who pays for what," he said.

The negotiations between Bonn and East Berlin would have to take place under the aegis of the three Western Allies in Berlin and the Soviet Union. They remain responsible for all civilian and military flights in the three air corridors between West Germany and West Berlin.

An offer by the Western allies in December 1987 to open talks on improving the air traffic situation in and around Berlin was rejected by Moscow.

But East Germany, in particular, is said to be keen to get the approval of the Four Powers for inner-German talks.

The East Germans are reportedly anxious to obtain permission for westbound flights across the East-West

West German tax saga ends as a very short story

Haig Simonian in Frankfurt chronicles the brief and unhappy life of the country's withholding tax

FOR MR KARL OTTO POHL, the Bundesbank president, the saga of West Germany's 10 per cent withholding tax on most forms of savings and investments has been one of the less brilliant pages in the country's history.

Other leading bankers have been less generous. But all must be feeling delight now at the news, expected to be confirmed in a policy statement by Chancellor Helmut Kohl later today, that the four-month-old tax will soon be no more.

How soon remains unclear. According to Mr Michael Glos, the financial spokesman for the majority parties in the Bonn coalition, the tax should be dropped "as soon as possible." July 1 is the earliest likely date in view of the time it will take banks to re-programme their computers and make other necessary changes.

Abolishing the tax will involve a loss of about DM4bn (€1.3bn) in tax revenues according to Mr Glos. However, the recent economic growth and consequent rise in fiscal revenues suggests that the shortfall could "easily be financed", he said.

As a linked measure, Mr Glos has also called for a doubling in the thresholds for tax-free unearned income from the present DM300 and DM600 for single and married persons respectively, a step that would further reduce tax revenues by around DM500m if approved.

Equipping themselves to handle the highly unpopular withholding tax, which was announced to an astonished Bundesbank and financial community in October 1987, has cost West

Germany's banks some DM1.1bn, according to estimates from the country's co-operative banking system. Dealing with abolition will cost a further DM100m, some bankers reckon.

Those figures exclude the cost to the exchequer of the new withholding tax headquarters in Bonn employing 200 extra civil servants.

True to the West German tradition of regionalism, the city's representative in the federal Parliament called this week for the preservation of the job in view of high local unemployment and building costs "in millions".

Whether it was deliberate policy or just coincidence to site the withholding tax office in a city virtually on the border with Luxembourg — the destination of billions of D-Marks in flight capital since the tax was announced — remains one of the sweeter ironies of the affair.

Last year alone, West German net security investment into the Grand Duchy amounted to DM15.6bn, up from a mere DM400m in 1987.

Admittedly, the main beneficiaries of that flow have been West German banks. Deutsche Bank has seen the most dramatic gains. Its Eurorenta investment fund, which concentrates on investments in withholding tax-free Euro-DM bonds and fixed income issues in other leading European currencies, has now reached some DM8.3bn since its establishment in November 1987.

Eurorenta had the luck of being the right product at just the right time. But the other banks which have since come up with similar funds of their own have also seen almost as sharp

growth.

But despite the benefit on the fund side, there will be few tears in the West German banking community when the tax goes. Its hunched announcement — news slipped out during weekend horse-trading between coalition politicians in Bonn obsessed by the need to find extra revenue to bring down the Government's budget deficit — was an indirect cause of the subsequent squabble with the US, which in turn contributed to the world stock market crash soon after.

The weeks of uncertainty about application of the tax and the precise treatment of interest payments further unsettled the markets.

Coupled with the crash, the tax was one of the main reasons behind the decision of several international investment banks either to slow their expansion plans in Frankfurt or to postpone them altogether.

Meanwhile, the withholding tax prompted a marked shift in investors' behaviour, as foreigners in particular cold-shouldered the D-Mark.

Unsettled by the uncertainty regarding what paper would be affected and by conflicting reports about double-taxation arrangements, one Japanese investment bank in Frankfurt was given specific instructions by its Tokyo headquarters not to buy any DM Eurobonds until further details emerged. Others probably heard likewise.

However, while Euro-DM bonds gradually returned to some form of normality once it became clear that paper issued outside West Germany would not be subject to tax, irrespective of whether the borrower had a German parent company, the market in federal government bonds has never entirely recovered.

The reluctance of foreign investors to buy them gathered momentum this year as the D-Mark depreciated against the US dollar — partly as a result of the tax. Speaking last week, Mr Pöhl himself listed a weaker D-Mark, contributing to domestic inflation, capital flight and higher West German interest rates as being among its most serious consequences.

At their height in 1987, foreign investors accounted for up to 80 per cent of the purchases of each new DM4bn federal government bond issue.

The subsequent decline in buying has triggered rumours in Frankfurt that some of the foreign banks which were once so keen to join the government bond issuing consortium have since been having trouble placing their quotas as a result of the reduced appeal of the D-Mark and what were seen as unattractively low West German interest rates.

"For many banks without captive placing power, membership of the bond consortium has been almost certainly been a loss maker recently," said one US banker in Frankfurt yesterday.

How matters will change after the tax is abolished probably depends on the performance of the currency. In the short term, another period of

Inflation at highest for five years

By Andrew Fisher in Frankfurt

WEST GERMAN inflation has touched the 3 per cent level this month, its highest for exactly five years, according to provisional figures from the Federal Statistics Office.

The main reason for this month's increase is a rise in the price of heating oil and petrol, with motorists having become used to steady rises in the daily cost of driving.

Some analysts believe the Bundesbank's concern about the likely rise in inflation from 2.7 per cent in March was an important factor in its decision to lift key interest rates last week.

Thus, representatives of the state banks on the Bundesbank's 18-man council outlined the seven members of the permanent directorate, headed by Mr Karl Otto Pöhl, on the issue a week ago.

The provisional figures are based on returns from four big states: Bavaria, North Rhine-Westphalia, Hesse, and Baden-Württemberg.

The half point rises in the discount and Lombard rates to 4.5 and 6.5 per cent were aimed at preventing further rises in inflation and at damping down the growth in money supply, still well above the 5 per cent annual target.

GLOBAL INTEGRATION THROUGH OVERSEAS INVESTMENT

ADVERTISEMENT

At the Cutting Edge of Consumer Electronics

A bevy of new products and the launch of an imaginative new concept in information processing is propelling Casio Computer Co. into a new era of growth. The group's newly appointed President, Kazuo Kashio explains.

By Brian Robbins

Robbins: Firstly, following your recent elevation to the position of President of the company, what are your broad aims?

Kashio: From a general point of view, I have some idea of the kind of corporation Casio should become, in terms of the ideal. The company is well established with a name that is known internationally, and I would like to see Casio grow further in the global market. I would like people to appreciate the fact that Casio is a first-rate company.

Casio has key assets and abilities which it has developed steadily over the years. The Casio brand name is well known around the world.

In terms of human resources, we have a large number of highly skilled electronic engineers and, moreover we have accumulated considerable financing capabilities. I would like to build on these three fundamental assets of the company.

Electronics a key strength

Our technological base embraces electronic calculators, watches, musical instruments, audio-visual products, electronic cash registers and our newly developed ADPS information processing system.

As you are aware, we have built up unique research and development capabilities, as well as strengths in launching new manufacturing systems and approaches, which have enabled us to successfully bring new products to market, and steadily expand our range of products.

Robbins: Digital diaries have emerged as a competitive battleground in Japan. As the leader in this field, is Casio holding its own?

Kashio: This area grew out of our strengths in the field of electronic calculators, which is a significant business for us. We hold the number-one position in this sector of the market. Now, the "digital diary" is emerging as a large new market, and it will continue a major business for us in the future.

Kashio: Up until now, we had two separate departments—one for our extensive activities in the field of electronic musical instruments and a second for our audio visual activities. We decided to merge the two. I feel that sound and image represent the culture of today, and that these two media are really inseparable. So, by merging the technologies of these two fields, we hope to create a new range of products that successfully unite both sound and visual entertainment.

Here at Casio, we make a wide variety of musical instruments: in the visual field, we make liquid crystal displays (LCDs), portable TV's, VTR's, and other products. We now can combine our extensive activities in these two fields to develop new products. We are optimistic that we will succeed in bringing new products to market.

Robbins: Electronic devices is also an area of activity for the group. Could you please explain?

Kashio: In the field of electronic devices, we have developed a range of new technologies which are respected worldwide. We use liquid crystal technology in wrist-watches, electronic calculators, portable TV's, our primers, and the like. We are world leaders in developing and applying technology in these fields.

Also, at our One plant in Japan we have developed specific technology for bonding LSI's directly on to film, so we can make very thin products in a variety of fields with extremely sophisticated functions.

Our strength in the field of electronic devices is such that in the future we may begin selling our devices and technology to other interested companies.

Robbins: The biggest single development for the company over the past year has been the launch of the imaginative 'ADPS' data processing system. Could you please explain?

Kashio: ADPS, or active data processing system, is a programless automatic data processor.

The ADPS revolution

In a conventional computer system, data input and output is done through a standard program. But we took one step back and asked ourselves: what is data? We thoroughly studied this point, and developed the ADPS approach whereby data is handled directly, bypassing the programming stage. In effect, the ADPS approach involves a complete merging of the software with the hardware. It really does away with the need for software completely.

Our approach will result in major changes in the mechanism of future computers. So, as a first step, we will be launching ADPS into the small business computer market over the coming few months. Also, the ADPS approach is equally suitable for large computing systems and in fact for all types of data processing equipment, so we will gradually move into these areas as well.

In the first year, we will make maximum efforts to launch ADPS into the Japanese market.

I personally think that ADPS is a breakthrough. The question is how to make it into a business. Depending on how well we do this, I think that ADPS could grow to become a significant part of our total business.

Society cannot survive without computers. What we need to do is to have computers which are more useful from the user's point of view.

If we can succeed with ADPS, and I am sure we can, then we should be able to make a significant contribution to society, since it enables a large reduction in labour costs.

Robbins: Recently, the decision was taken to establish a new production facility in the USA. What is your aim?

Kashio: Yes, we decided to build a plant in California, initially to make musical instruments, in line with our broad corporate philosophy of making products in the market of final demand.

The US is the biggest market in the world for electronic musical instruments, and we are proud of the fact that we hold the number one position in this growing market.

Local production in major markets

We would like to be active in locating production facilities abroad, especially in the US, since by doing so, we hope to solve the problem of distribution costs, to help cut production costs and to limit our foreign exchange exposure while easing trade friction.

Robbins: Finally, Casio has withstood many challenges over the past few years. Do you feel that the company has a clearer focus on its future direction?

Kashio: We have always had a clear focus: our business is directed to the global market, so it is necessary for us to follow quite closely trends in the world, and to foresee problems such as trade friction, exchange rate movements, and the like. So, we have to deal with these problems, and also produce and distribute our products where the final demand is.

We at Casio have always taken pride in the fact that we have been successful in launching new products based on our own original technology developed in-house. Clearly, this will remain a cornerstone of our approach to the global market, as we seek to make a contribution to the societies in which we operate. Our company motto is "creativity and contribution" and it is our aim to live up to this sentiment as far as possible.



Kazuo Kashio, President, Casio Computer Co. Ltd.

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OVERSEAS NEWS

Indonesia's becaks - public bane or boon

John Murray Brown in Jakarta looks at the dilemma over a tricycle transport system

Summary Financial Statement as of December 31, 1988

| Assets | | Liabilities | |
|--|--------|--|--------|
| Balance-Sheet (in million of DM) | | | |
| Liquid Assets: | | | |
| - Cash, Balances on Postal Cheque Account and with Central Banks | 1 | Liabilities to Banks at sight (incl. those maturing within one month) | 5,454 |
| - Balances with Banks at sight (incl. those maturing within one month) | 5,515 | Liabilities to Banks for agreed periods of more than one month | 6,407 |
| Balances with Banks for agreed periods of more than one month | 8,855 | Current Accounts and Deposits: - Current Accounts (incl. deposits maturing within one month) | 3,178 |
| Bills of Exchange | 178 | - Deposits (agreed periods of more than one month) | 2,933 |
| Other Advances | 4,815 | Debentures | 43 |
| Securities | 2,431 | Miscellaneous | 281 |
| Miscellaneous | 266 | Subordinated Loan | 29 |
| Fixed Assets | 304 | Capital and Reserves | 670 |
| | 20,365 | Provisions for Contingencies and Depreciation | 1,330 |
| | | Profit and Loss Account: - Profit for the Financial Year | 40 |
| | | | 20,365 |

| Expenditure | | Revenue | |
|--|-------|--|-------|
| Profit and Loss Account (in million of DM) | | | |
| Interest and Commissions | 990 | Interest and Commissions | 1,068 |
| General Expenses | 49 | Other Income | 198 |
| Provisions for Contingencies | 186 | Release of Provisions for Contingencies and Depreciation | 4 |
| Depreciation | 2 | | |
| Other Expenses | 3 | | |
| Profit for the Financial Year | 40 | | |
| | 1,270 | | 1,270 |

The itemized Balance-Sheet and Profit and Loss Account will be published in the "Mémorial-Recueil Spécial des Sociétés et Associations du Grand-Duché de Luxembourg".

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Dresdner Bank Luxembourg S.A.

"EXPLOITATION of man by man" is how Jakarta Governor Wiyogo Atmodarminto describes the "becak," Indonesia's three-wheeled pedicab. Today, if the bureaucrats at City Hall have their way, this tricycle transport system - first introduced when the occupying Japanese army ran out of horses - could be banished from the capital by 1993 as part of the city's revival plans.

The issue arouses considerable public interest. City politicians seem to talk of little else. Whether its the traffic congestion, the city's chronic overcrowding or the rising tide of lawlessness, the becak it seems is a ready-made culprit.

However, economists - including the World Bank - argue that becaks and other informal sector activities provide a valuable safety net at a time of job scarcity, government budget cuts and sluggish economic growth.

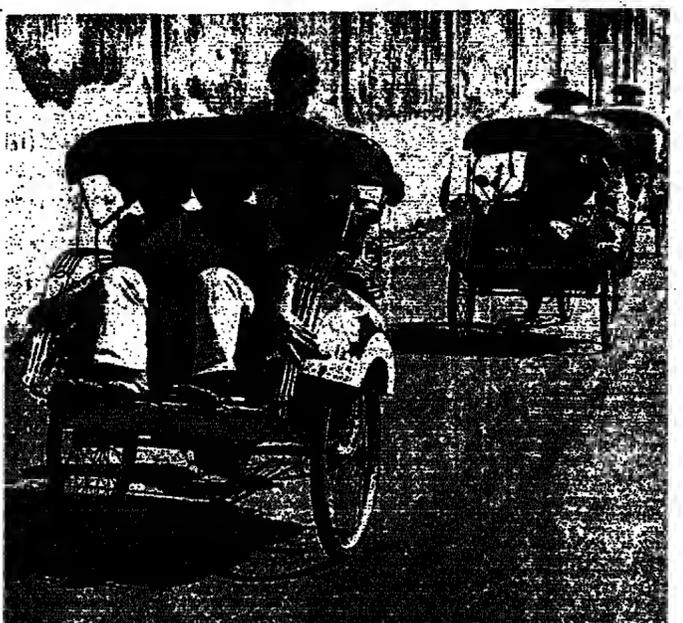
Jakarta's ills are typical of many cities where the provision of public service has been outstripped by the growth in population. Today's population is officially given as 7.5m, but is perhaps closer to 9m. Yet less than half the city's residents enjoy mains water supply. Transport and telephone services seem to get worse by the day.

A study of the Jakarta slums shows that 18 per cent of the consumption of the lowest income groups still derives from subsistence activities - catching fish in the canals, raising livestock on small plots of wasteland and using refuse material to build a home.

Clearly it poses a delicate problem for central planners in the government, who have long held that the public - not the private - sector is the great economic provider.

On the other hand a more accommodating policy towards the informal sector is hardly likely to please Jakarta's middle classes, now feeling the first pinch of the government's new tax regime.

Leading the assault from City Hall is Governor Wiyogo, a reluctant politician by some



Becaks, the backbone of the urban poor's transport and services system, face a ban by 1993

accounts but a man who strongly advocates the rule of law.

A refreshingly straightforward public servant, Governor Wiyogo has already challenged the children of senior ministers on a number of well publicised city planning disputes.

He has vowed to clean up Jakarta's beggars and vagrants, and is busy planning a new zones system to ease the city's horrendous traffic problem. Banning the becak, he says, is only part of the plan.

In some ways the growth of Indonesia's black economy represents a clear failure of the political system. The latest city blitz comes at a time when an estimated 40 per cent of the country's 175m people make a living providing each other with meagre goods and services.

In Jakarta the sector has flourished in precisely those areas where government-funded programmes have broken down. For example, in many of the city's poorer districts where there are no stand pipes, drinking water is now trucked in by local businessmen.

The becak operates in narrow sidestreets where the larger exhaust fuming minibuses cannot go. Also, Jakarta's highly developed privatised garbage disposal system, which employs thousands of street litter pickers, would be the envy of many conservative councils in the UK.

A report on the becak by a group of Harvard economists advising the Indonesian Finance Ministry urges the government to think again. It concludes the becak offers a cheap, efficient and pollution-free service for the sick and elderly, housewives doing the shopping or children going to school.

The Harvard Group calculated a becak rider earns as much as Rp140,000 (\$79.2) a month. This is equivalent to more than twice the \$500 yearly income of the average Indonesian. Moreover the savings he sends back to his village play a vital part in helping to reduce the appalling disparity of wealth between urban

and rural communities.

Ironically, Jakarta's alarming problem of overcrowding is partly the result of earlier successes in the agricultural sector. Now farm technologies have allowed Indonesia to reach self sufficiency in rice the basic staple. But as a result there has a sharp drop in real levels of rural employment adding to the flow of landless migrants heading for Jakarta.

Back in 1971, Jakarta was declared a closed city. Identity cards were introduced. There were police raids, and shanty-towns were burnt down. Proportion of new becaks was prohibited; spare part manufacture forbidden, no new licences were issued and special areas were established. From a high of 130,000 in 1971, the number of authorised becaks in the city had dropped below 10,000 by 1979.

After a shortlived reprieve, Jakarta's becaks are now under attack again with around 85,000 confiscated - 50,000 of them unceremoniously dumped in Jakarta bay.

For all that, government figures suggest that yearly migration from the villages has never fallen below 80,000. Today Governor Wiyogo points out it is more like 300,000.

The city administration is offering the becak riders a re-training programme together with the possibility of arrest or forced resettlement for those who defy the rulings. But even senior officials admit city hall is desperately short of funds.

"If we're successful in our development programme, then we attract outsiders," says Governor Wiyogo. "But Jakarta is our capital city, and as a capital city it's the responsibility of central government too."

Tamil talks prompt review of Indian support for Sri Lanka

By David Housago in New Delhi.

THE INDIAN Government is reviewing its policy of military support for Sri Lanka as the result of its concern over the opening of talks between President Premadasa and the Tamil Tigers, the major Tamil guerrilla movement in the north.

Mr Rajiv Gandhi, the Indian Prime Minister, spoke of the possibility of India withdrawing the "bulk" of its peace-keeping force as soon as possible. Mr S.K. Singh, the Indian Foreign Secretary, is to visit Colombo to assess changes in Sri Lanka policy and to urge President Premadasa to press ahead with implementing the existing Indo-Sri Lankan accord.

India fears that the talks between the Sri Lankan Government and the Liberation Tigers of Tamil Eelam (LTTE) could legitimise the Tigers while undermining the newly created north-east provincial council headed by the moderate Tamil leader, Mr V. Perumal.

Mr Perumal, leader of the Eelam People's Revolutionary Liberation Front (EPRLF), came to power as a result of November's elections, boycotted by the Tamil Tigers. He has the support of India whose 50,000 peacekeeping force is fighting the Tigers.

Mr Gandhi's threat of an Indian withdrawal is intended to remind Sri Lanka that the consequences would be to give the Tigers a free hand in setting up a separate Tamil state in the north.

As a counterweight to this threat, the Indian Foreign Secretary will aim to intensify the Sri Lankan Government's support for the north east provincial council. The Indians want to see it given more autonomy as envisaged in the Indo-Sri Lankan accord.

Sri Lankans are suspicious that India has stopped short of eliminating the Tigers as a way of maintaining a foothold in their country.



The high points of another outstanding year

"1988 was, without doubt, the best ever year for Cheltenham & Gloucester Building Society. The main objective of the Society remains that of providing loans for house purchase and in 1988 mortgage lending reached a record level of over £1.4 billion. This tremendous success in the Society's core business activity produced a substantial growth in assets and meant that at the end of the year Cheltenham & Gloucester moved from tenth to ninth position in the league table of building societies by asset size.

Asset growth and size are not of course the only measure of successful building society performance. Accordingly, I am delighted to be reporting that in 1988 the Society produced equally impressive results in terms of profit growth, capital strength and operating efficiency."

Stephen Price FCA
President & Chairman
Annual General Meeting 26th April 1989
Cheltenham & Gloucester Building Society

C&G Cheltenham & Gloucester Building Society

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OVERSEAS NEWS

Iraqis reap token spoils of war

Andrew Gowers looks at Baghdad's too-good-to-be-true changes

LISTENING to anior associates of Iraqi President Saddam Hussein these days, you would think that one of the world's most brutal despots had turned into a mild-mannered democrat.

Saddam Hussein's grip on the country is probably firmer than it has ever been. Power flows exclusively from the President's person and insulting him is a capital offence.



flour, tea and rice are fixed with heavy subsidies, and other goods can be bought at special prices if you are one of the huge army of public employees.

It is all, of course, far too good to be true. Iraq is not Algeria, where genuine grassroots pressure has led to a previously monopolistic political system.

month, Saddam has set out to build another pillar of support for himself, alongside the army, the much-hated security services and the increasingly irrelevant Baath party.

ple's Army - which often used to be carried out by press gangs - has been halted, and some elderly or sick soldiers may have been recruited.

Power continues to flow exclusively from the President's person, insulting him or his family is a capital offence. Partly as a result of what is perceived as his war, when the people rallied against a common enemy, he has turned himself into the embodiment of Iraq.

But the Kurds, many of whom have been resettled from their family in central Iraq, are not likely to forgive or forget their recent experience. And Saddam is not leaving anything to chance: Iraqi troops have been clearing all inhabitants out of a 30km security belt along the Iranian frontier.

Not that their political expectations can be that high. Iraq's 16m people are used to being ruled harshly, and are probably as bemused as outsiders by their President's recent attempts to cloak himself in democratic legitimacy.

UK seeks EC backing over Kurds

By Edward Mortimer

BRITAIN has expressed concern about reports of Kurdish civilians being deported from their homes in Iraq, and is trying to get its European partners to exert collective pressure on the Iraqi government.

Malaysian king takes oath

By Wong Sulong in Kuala Lumpur

SULTAN Azlan Shah of Perak state yesterday took his oath of office as Malaysia's ninth Yang Di-Pertuan Agong, or king, at a simple ceremony at the national palace in Kuala Lumpur.

kingship - traditionally a ceremonial post but one that has assumed considerable political importance in recent years in view of the bitter infighting within Dr Mahathir's ruling United Malays National Organisation.

newspapers in their coverage of the royal changeover have emphasised the importance of Sultan Azlan sticking to his constitutional role.

ADB president to step down

By Richard Gourlay in Manila

MR Masao Fujioka, the president of the Asian Development Bank, has announced he will resign in October two years before his term expires.

ADB's annual commitments to lend doubled to over \$3bn (£1.5bn) in 1988. An ADB statement said Mr Fujioka was leaving after "one of the most dynamic and expansionary periods in the bank's [22-year] history."

The ADB has also increasingly struggled to ensure a net flow of resources away from the bank to borrower nations as Asia's newly industrialised countries have stepped up loan prepayments and cancelled drawdowns.

Iran names spy ring members

By Andrew Gowers

IRAN yesterday named high-ranking officers and a senior foreign ministry official as being members of a US espionage ring, the exposure of which was announced last week.

Peking students prepared for the worst

Peter Ellingsen on the demonstration taking place today in Tiananmen Square

WHEN WEI, one of the handful of young men directing China's 10-day-old campus rebellion, expected to be jailed, struck, even killed when Peking students faced what many believed would be a massive detachment of police and army troops this morning.

and march on Tiananmen Square today. After 10 days of demonstrations, this was expected to bring thousands of students into conflict with police.

sacked in the wake of student unrest in late 1986, sparked by demands by students and intellectuals for greater democracy, a review of Hu's record, press freedom and checks on the bank accounts of Chinese leaders and their families.

Peking 'will not usurp role of HK banks'

By John Elliott in Hong Kong

A SENIOR Peking government official yesterday pledged that China's two main banks - the People's Bank and the Bank of China - would not try to usurp the role of the Hongkong and Shanghai Bank and other financial institutions after the British colony reverts to Chinese sovereignty in 1997.

China did not intend to set up a branch of the People's Bank in Hong Kong "playing the role of the central bank."

He said China needed a prosperous Hong Kong which could only be achieved by "Hong Kong people ruling Hong Kong."

Resignation of Thai official 'not political'

By Roger Matthews in Bangkok

SENIOR Government ministers and officials in Thailand are seeking to quash speculation that the resignation of the country's top economic planner had been politically motivated.

General Chatichai Choonbavan, the Prime Minister, praised Dr Snoh's devotion to his job but suggested that he may look outside the civil service for a successor.

Mobil Oil plans to pull out of South Africa

By Anthony Robinson

MOBIL OIL Corporation is poised to announce its decision to disinvest from its \$400m (225m) South African refinery and distribution operation in the face of pressure from anti-apartheid lobbies and the 1987 Rangel Amendment in the US which scrapped the taxation agreement with Pretoria.

RJR Nabisco. It brings to 190 the exodus of US companies since 1988. Those remaining include Caltex which employs 2,100 people and has among its other assets a 34 per cent holding alongside Mobil's 47 per cent stake in the Southern African Oil Refinery lubricating oils plant.

sources Mobil will lose heavily from the disinvestment, both in terms of purchase price and the fact that repatriation of funds will be through the financial rand at a heavy discount.



Chas Freeman of the US, left, with South African negotiator Niel van Heerden and Soviet delegate Vyacheslav Ustinov, right, at Cape Town airport yesterday

Cape Town greets Soviet delegates

By Anthony Robinson in Johannesburg

SOUTH Africa yesterday greeted the first official Soviet delegation to the country since diplomatic relations were broken off in 1956.

The Mount Etjo meeting confirmed the desire of all sides to press ahead with the timetable for Cuban withdrawal and Namibian independence under the terms of UN resolution 435.

Swapo backs mixed economy

By Michael Holman

AN independent Namibia would have a mixed economy if the South West Africa People's Organisation formed the new government, Mr Sam Nujoma, the Party's leader, has told a London business conference.

Swapo is regarded by most observers as the likely winner of Namibia's independence elections, due to be held in November.

At least 22 die in Mauritania racial clashes

By Andrew Gowers

RIOTERS stabbed, stoned or clubbed to death at least 22 people and wounded 700 in two days of attacks against Senegalese living in the Mauritanian capital of Nouakchott, hospital officials said yesterday, Renter reports from Nouakchott.

troops were out in force in the city and in Dakar, capital of neighbouring Senegal, where Mauritanian traders and shops have been attacked since Saturday.

WORLD TRADE NEWS

BaE picks French Testing time for UK's defence 'sale of the century' missile partner, shuns Marconi

By David White, Defence Correspondent

BRITISH AEROSPACE has turned to the French state company Thomson-CSF for the "seeker" on its latest medium-range air-to-air missile in place of its traditional supplier for missile guidance systems, GEC-Marconi of the UK.

The deal, including co-funding of the project, is the first fruit of a collaboration agreement which BaE and Thomson-CSF announced last December. The following month GEC-Marconi linked up with Thomson's French competitor, Electronique Serge Dassault (ESD), hoping to restore its chances of participating.

Despite its setback in the BaE missile project, the Active Sky Flash, Marconi will still be participating with ESD in the seeker for the Matra MICA (Missile d'Interception et de Combat Aérien), designed for use on France's planned Rafale fighter and a competitor for the Active Sky Flash on the world market.

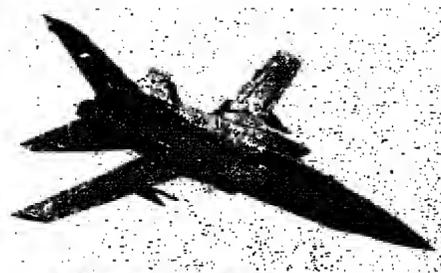
This will result in a novelty in the defence business, and a clear illustration of growing arms collaboration between Britain and France: two Anglo-French systems compet-

Andrew Gowers, Middle East Editor, examines the outlook for Britain's huge Saudi Arabian arms deal

THE next few weeks will provide two opportunities to gauge the health of what has become a vital commercial relationship for Britain, its trade with Saudi Arabia.

Prince Sultan bin Abdul Aziz, the Saudi Defence Minister, is expected to visit London during May to review progress in Britain's "defence sale of the century" - the multi-billion pound deal involving Tornado and other aircraft, mine-hunters and base facilities which was initiated in 1985 and expanded last July. Later, towards the end of the month, Saudi and British businessmen are due to meet in Jeddah to discuss British investments in Saudi joint ventures to offset part of the value of the Tornado deal, known as Al-Yamamah. The latter encounter may be just as important as the former for the future of UK-Saudi trade relations.

Offset requirements have for some time been part of Saudi Arabia's arms procurement policy, and something of a headache for those doing business with the Kingdom. British officials and businessmen are currently in the early stages of just such a headache as they puzzle out how to implement a programme which is supposed to generate at least £1bn of British investment in Saudi Arabia into the 21st century, or



The Tornado: headache over offset deals

the equivalent of 25 per cent of the UK technical content (new hardware) of the Tornado deal.

A lot is at stake. Unlike Boeing of the US, which has a contractual commitment to offset 35 per cent of the technical content of its Peace Shield air defence project, Britain is not under any binding offset obligation. During three years of arduous negotiations with the Saudis, the UK Government fiercely resisted any attempt to create such a requirement, saying it could not force UK companies to invest.

The eventual result was a memorandum of investment signed last November by Prince Sultan and his British counterpart, Mr George Younger. This sets out the procedures under which both governments, through offset committees and secretariats set up by their respective defence ministries, are to encourage their companies to come together in profitable joint ventures. It is more flexible than the Peace Shield offset programme, which focuses on high-tech defence-related projects and which has been slow to get off the ground.

But Saudi officials have left their British interlocutors in no doubt that they will attach considerable importance to fulfilment of hard-won offset promises. It is conceivable that a failure to meet such expecta-

have requested it, and for reasons of commercial confidentiality.

The Ministry of Defence appears particularly anxious to ensure that Britain does not lose viable projects, in a market which is not exactly overflowing with them, to other would-be investors. Others fear that by keeping publicly for the programme locked the Government is failing to get the message about investment opportunities across. "How are we going to convince the boardrooms of Birmingham to come up with cash if they are not being given adequate information about the programme?" asked one senior business representative.

Many of those businessmen who are in the know worry about the bureaucratic difficulties which often arise in the Kingdom. The fiscal incentives to invest in Saudi joint ventures are potentially very attractive indeed, but many investors have in the past found the Government's red tape stifling.

The Saudi British memorandum is supposed to bring about a major streamlining of these procedures: it sets a time limit both for initial approval of projects and for their final licensing; given that the approval process is to be carried out entirely through the Saudi offset committee itself, it also the-



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EgyptAir announces \$450m Airbus order

By Tony Walker, in Cairo

EGYPTAIR is to buy seven more Airbus jets costing \$450m as part of the rapid expansion and modernisation of its fleet. Egypt's national carrier has now ordered 14 aircraft from Airbus this year.

The latest order, for A300-600R jets, has been prompted by the rapid growth in Egypt's tourism and the ageing of the existing fleet. EgyptAir, Airbus Industrie's largest customer in the Middle East and Africa, already has seven A300B4 jets and leases two A300-600s. Yesterday's announcement indicates that EgyptAir is moving away from Boeing which had hitherto provided the core of its fleet.

EgyptAir has selected the International Aero Engines Company's V2500 engine for its Airbus A320-200s. Mr Nick Tomassetti, IAE president, said the order is worth \$120m.

Mr Tomassetti said this brought the total order book for V2500 engines to just under \$2bn for 180 A320s (105 on firm order and 75 option) from seven customers.

Thal Airways has ordered four aircraft from the Franco-Italian consortium Avions de Transport Regional (ATR) and a further two from British Aerospace/Boeing reports.

No price was given for the ATR order, which comprises two ATR 42-300 and two ATR 72 planes, to be delivered in October 1990 and January and February 1991 respectively.

The planes will operate on Thal domestic networks, replacing Shorts 360 and 360 craft.

ATR includes Aeritalia and Aerospazio.

The BAe order, worth \$50m is for two BAe 146-300 regional aircraft, to be delivered in November and December.

Thal Airways has already acquired two 146-300s which it plans to bring into service in May and June.

BAe's latest contract brings to 156 the number of firm orders for the BAe 146 aircraft worldwide.

Phoney peace breaks out in US-EC clash over farm trade

By Nancy Dunne in Washington

PRESIDENT BUSH'S exhortation to "rise above fighting about beef hormones" and other "pettiness" with US allies has succeeded in reducing the decibel level of the US-EC disputes over agriculture trade.

But despite the calmer tone of late, negotiators have yet to resolve the conflict over farm trade between the two regions.

In the dispute over the EC's beef hormone ban, the US and the EC have thus far only delayed an escalation of the row. A task force was given 75 days to find a solution, but the only agreement in sight apparently is to extend the period of negotiations beyond the May 4 deadline.

The two sides are only now discussing the structure of the talks. Mrs Carla Hills, the US trade representative, says there has been "some movement to some small middle ground" and there is a suggestion that the EC is willing somehow to boost its export of variety meats.

The US has rejected efforts by states to set up their own meat hormone inspection systems, and the American meat industry has resisted agreeing to set up a national certification system for hormone-free beef, insisting that it would be too difficult.

More important, there is the fear that caving in on the principle - that food safety should be determined by scientific evidence - would give an opening to Japan to sidestep its promise to open its market to US beef.

Mr Clayton Yeutter, the US Agriculture Secretary, has not budged from the position he held as Trade Representative, that there is no scientific basis to support the Community's hormone ban. At a press conference on Monday he said the US must run risks in a conflict over \$100m of trade because the principle is so important.

"If we permit that to occur, in the European Community or elsewhere, then we've opened up a gigantic loophole in the Gatt which will result in major impediments to agricultural trade throughout the world for years to come."

Meanwhile, time is running out on another farm trade dispute over EC oilseed subsidies. Soybeans and soybean products are collectively the largest American export crop with sales of about \$7bn a year. About half of the crop is exported each year with about 40 per cent of the exports going to the EC.

The American Soybean Association (ASA) first filed a complaint against EC oilseed subsidies in December, 1987, contending that the payments to processors and farmers nullify and impair the duty-free access granted to US oilseeds in General Agreement on Tariffs and Trade (Gatt) talks in 1962. The ASA has said US soybean sales to the Community have fallen by \$1.4bn per year because the Community's subsidies boosted production by 300 per cent between 1981 and 1987.

The EC has been blocking action on the complaint in Gatt. Under last year's trade law the US must initiate trade reprisals if there is no settlement by July 5. Mrs Hills has insisted that if the EC continues to stall on a settlement, the US will take "very strong action."

The agreement in the international trade talks to start reducing trade-distorting subsidies starting in 1991 has raised hopes that ultimately rules governing farm trade will settle many of the time-consuming quarrels of recent years.

Speaking to agricultural journalists on Monday, Mr Yeutter acknowledged that "we emerged from Geneva with no commitments of any consequence whatsoever to our farm community in the short run... There are no commitments by the European Community in 1990 that are meaningful either."

One agreement that promised near-term results in Geneva was the strengthening of the Gatt dispute settlement mechanism. The soybean dispute may provide its first serious test of whether or not the US and the EC can reach agreements on farm trade that are any more than band-aids on a festering sore.

AMERICAN NEWS

Farm recovery pushes US growth to 5.5%

By Peter Riddell, US Editor in Washington

ECONOMIC growth in the US outside the farm sector slowed slightly in the first quarter, though inflationary pressures remained strong.

The gross national product figures, published yesterday by the Commerce Department, were somewhat higher than financial analysts had been expecting, though growth may have slackened more during the quarter.

Real GNP rose by 5.5 per cent at a seasonally adjusted rate in the first quarter of this year, after a 5.4 per cent rise in the previous three months.

However, these figures were substantially affected by a recovery of crop and livestock output to higher levels as the impact of last year's drought wore off. This pick-up added about 2.5 percentage points to first quarter GNP, having reduced the previous quarter's rise by 1.1 points.

Consequently, the growth of non-farm output slackened from 3.5 to about 3 per cent at an annual rate. There were varying interpretations yesterday of how much of an underlying slowdown this implied, though recent data for durable goods orders and housing starts has pointed to a slackening in activity.

Yesterday's figures underline the inflationary pressures

in the US economy, with the GNP price index (on a fixed weight basis) increasing by 5 per cent in the first quarter, compared with a rise of 4.5 per cent in the previous three months.

In detail, there appears to have been a slowdown in private consumer spending in the period, especially on durable goods, and in residential investment, though continued strong growth elsewhere.

Levels of inventories or stocks rose sharply, both in the non-farm and particularly the farm sectors. Non-residential fixed investment also showed the largest increase since the second quarter of last year.

US financial markets showed a mixed reaction to yesterday's figures. The US Treasury bond market retreated from early gains of as much as 1/4 of a point in reaction to the figures. At mid-session, the bond market was modestly lower with short maturities quoted unchanged and the long bond down 1/8 point for a yield of 8.86 per cent.

The dollar dipped in an initial reaction to the figures but then recovered. At mid-session, the US currency was quoted at its highs against the Japanese yen at ¥132.20 and just below its peak against the West German D-Mark at DM1.5783.

Peronists call for dialogue to end crisis

By Our Correspondent in Buenos Aires

Mr Carlos Menem, the Peronist candidate for presidential election on May 14, has called on President Raul Alfonsín to start a national dialogue in order to help overcome Argentina's current economic crisis.

Mr Menem referred to President Alfonsín's nationally broadcast speech of last Friday in which he called for an "orderly transition" of government following the vote. Mr Gilberto Montagna, head of the Argentine Industrial Union (which groups the country's largest manufacturers), has called for a national agreement between political parties to solve an economic crisis of "such gravity as never before seen in the country".

Tension increased in Buenos Aires yesterday as more shops and supermarkets closed their doors in the face of apparently relentless price mark-ups by wholesale suppliers. Dock workers staged a 24 hour strike in support of a 30 per cent claim to cover April, and postal workers are considering further strike action in support of an immediate 50 per cent increase.

Army casts a shadow over Argentine poll

If Carlos Menem does not win, a rebellion cannot be ruled out writes Gary Mead

THE Argentine army's record of coup and counter-coup casts an inevitable shadow over the election of a new president on May 14, raising questions about its behaviour once the result is announced.

The armed forces have directly selected 13 of the 21 presidents since June 1943, and mostly from within their own ranks. Since the military deposed General Juan Peron in September 1955, nine different generals have moved into the presidential palace. The last left only six years ago.

But there is a new and for some a more alarming twist to what has been a fairly frequent highlight on Argentine politics. The epaulettes and decorative sabres of generals are well inside the barracks; the restlessness comes from those who carry much less gold braid.

Since Easter 1987 Argentina has experienced three serious army rebellions led by colonels. The first two, under the control of now-cashed-out Lieutenant Colonel Aldo Rico, were directed primarily at persuading President Raul Alfonsín's civilian government to put an end to trials of officers alleged to have carried out torture and murder on a large scale during the "dirty war" of the 1970s.

The last and most serious mutiny came under the direction of the more senior Colonel

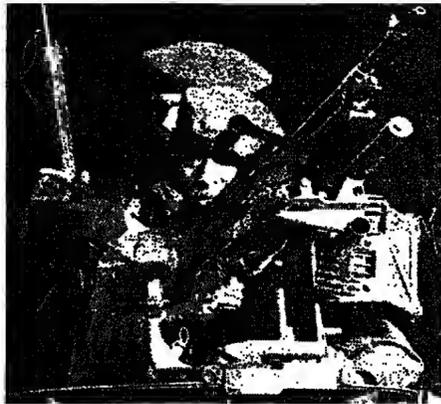
Mohamed Ali Seineldin. In December 1988 he clandestinely returned from a four-year stint in Panama as a military attaché and later as instructor to General Manuel Noriega's troops.

He swiftly gathered 800 elite troops of all ranks, digging in at the Villa Martelli garrison, 30 minutes from the presidential palace. There he set out demands ranging much further than an end to military trials.

He also asked for the promise of considerably improved pay and defence budget allocations; the reinstatement of all officers cashiered or forcibly retired for previous and current untimely action; the sacking of then army chief of staff General Dante Caridi; and perhaps most important of all and certainly dearest to the hearts of his supporters, a "revindication" of their roles during both the "dirty war" and the Falklands invasion of April 1982.

Col Seineldin got his way with General Caridi, who resigned three weeks later. He is now waiting, in the relative freedom of a Buenos Aires barracks, to see what May 14 will bring. His hope is Mr Carlos Menem, the Peronist candidate, will win sufficient support to let Argentina's next president.

Col Seineldin and Mr Menem have already achieved an agreement which will give the



Officers on guard in the rebellion led by Col Seineldin last year

colony precisely what he wants. While still in Panama he was in regular communication with Mr Menem, whose ideals are very much in the tradition of old-style Peronism - a strong Argentine state which welds workers, business and armed forces into an ideologically homogeneous unit.

Moreover Col Seineldin and

his supporters have an undisguised loathing for the Radical Party, under whatever leadership. They argue it is corrupt, tinged with left-wing ideology and has systematically run down the armed forces.

In return, Mr Menem would receive support from that powerful portion of the military

which, although not prepared to rebel openly, is sympathetic to the nationalist principles which guide Col Seineldin's thought and deeds.

But Mr Menem cannot take much comfort from Col Seineldin's backing. A senior rebel officer in close touch with both Colonel Rico and Seineldin, said: "For us, Menem is the least worst candidate. We don't much like him, but he is much better than the Radicals".

The official army view of the election is expressed by Gen Francisco Gassino, who replaced Gen Caridi as army chief of staff. At the start of this week Gen Gassino repeated a call he made soon after he was appointed, that the army must stay neutral. The fact he has found it necessary to remind officers on more than one occasion they are supposed to be apolitical suggests there is cause for alarm.

Gen Gassino's reminder is, however, unlikely to be taken to heart by the bulk of the army, which clearly demonstrated last December that it has greater respect for Col Seineldin than for senior generals appointed by a civilian head of state such as President Alfonsín. If what might be described as the "alternative army" candidate does not win the presidency on May 14, Argentina could rapidly find itself with a fourth rebellion on its hands.

Mexico's foreign reserves stabilise

MEXICO'S foreign reserves have stabilised after falling 52 per cent to \$6.6bn at the end of 1988 from \$13.7bn in December 1987, the Banco de Mexico said in its 1988 annual report. Reuters reports from Mexico City.

Mexico publicly announces its foreign reserves figure only three times each year, and officials routinely decline to give figures at other times.

About \$2bn in flight capital is believed to have returned to Mexico in January and February of this year.

Banks said Mexican reserves were a key indicator because of their implication for the \$7bn financing gap cited by Mexico in its debt talks with banks.

The central bank said the heavy accumulation of reserves in 1987 was used to back the government's anti-inflation plan, by keeping the peso rate stable, which paid off in a reduction in inflation to 51.7 per cent from 159 per cent.

Mexico's trade surplus fell to \$1.75bn in 1988 from \$3.43bn in 1987, with exports unchanged

at \$20.7bn and imports up 55 per cent at \$18.9bn.

Exports were stationary because oil sales fell to \$6.7bn from \$8.6bn, due to the average price falling 23 per cent to \$12.30 per barrel. Non-oil exports rose 16 per cent to \$13.95bn.

The central bank said imports rose in large part because of increased food import requirements due to smaller domestic crops. It said consumer items rose 150 per cent to \$1.9bn but noted this accounted for just 10 per cent of the total.

The 1988 current account balance of payments swung into a \$2.9bn deficit from a \$3.97bn surplus in 1987, in part because of an increase in interest payments to \$8.9bn from \$6.1bn in 1987.

The capital account deficit widened to \$3.4bn in 1988 from \$576m in 1987. Long-term capital flows showed a \$693m deficit after a \$4.47bn surplus, while the short-term deficit narrowed to \$2.77bn from \$3.0bn.

Peru miners due to start strike

By Veronica Baruffall in Lima

THE Peruvian Federation of Miners, Metallurgical and Steel Workers is due to begin a 72-hour strike today in protest at the Government's failure to comply with the agreement reached with the miners at the end of the last strike on December 12 last year.

The 80,000 miners are demanding the recognition of their right to present industry-wide demands, and the reinstatement of miners who were dismissed during last year's two strikes and the awarding of holiday benefits.

Miners are also demanding an inquiry into the brutal assassination in February of former Federation president Mr Saul Cantoral, which has been attributed by the miners to the Comandante Rodrigo Franco, a death squad linked to the Revolutionary Alliance (APRA) party.

Federation leaders have requested more information on the circumstances surrounding the deaths of other miners' union leaders this year.

Unions protest in Venezuela

By Joseph Mann in Caracas

VENEZUELA'S most powerful labour group, the Federation of Venezuelan Workers (CTV), has launched an aggressive public campaign aimed at softening the economic adjustment programme implemented by the administration of President Carlos Andrés Pérez.

The CTV, which, ironically, is controlled by members of Mr Pérez's Democratic Action (AD) Party, is openly confronting the administration, asserting that its "foreign-inspired" economic programme has unleashed an unprecedented wave of price increases and unemployment.

The union group has called a nationwide one-day work stoppage for May 18 to protest against the economic measures, despite a warning from President Pérez that actions of this type could lead to "collective suicide".

Venezuela signed a letter of intent with the IMF after announcing its economic plans, and hopes to obtain several billion dollars in support from the Fund.

Brazil poll favourite has yet to join the race

By Ivo Dawson in Curitiba

GOVERNOR Orestes Quercia, of Sao Paulo, is the only major figure from Brazil's dominant Democratic Movement Party (PMDB) capable of winning next November's presidential elections, according to the most comprehensive poll to date.

But only two days before the party's convention meets to decide its candidate in Brasilia, the retiring governor is continuing to hedge his support for the PMDB's veteran leader, Mr Ulysses Guimarães - universally written-off by polls and pundits alike.

According to interviews with a 10,400-strong sample of electors conducted by the Folha de Sao Paulo newspaper Mr Quercia should be run - would

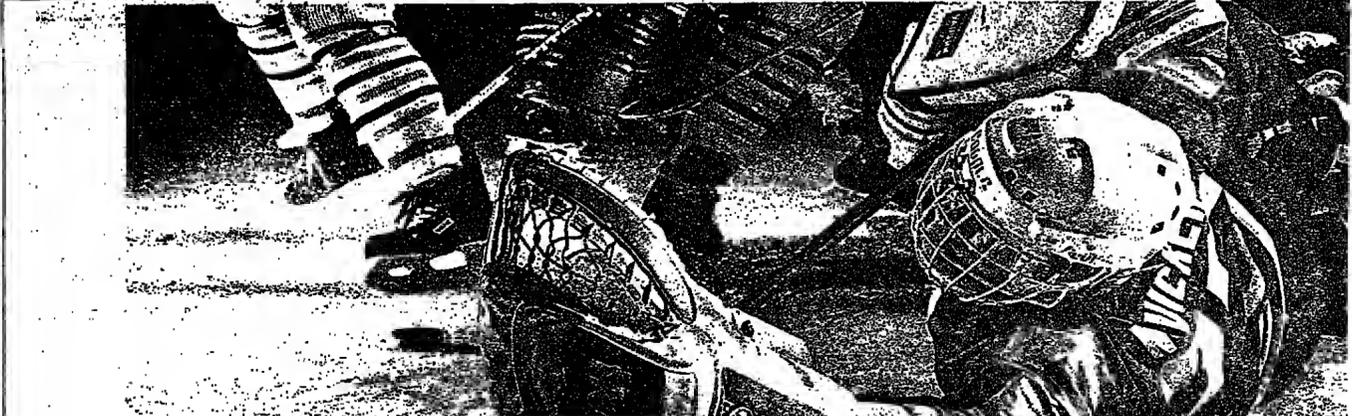
command the support of 18 per cent in the crucial first round of a 10-candidate race. Brazil's new electoral system for the first free presidential poll in 29 years follows the French model with a second round run-off between the two candidates with the most votes.

If the governor declines and Mr Guimarães wins the nomination, the party president would come a poor fourth with just 7 per cent of the vote.

The biggest shock in the poll is the continuing rise in popularity of Mr Fernando Collor de Mello, the young governor of the tiny north-eastern state of Alagoas, who has earned a nation-wide reputation for sacking or cutting the wages of local bureaucrats.



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UK NEWS

Egypt requests more documents on Al Fayeds

By Tony Walker in Cairo

EGYPT is requesting further formal documentation from Britain before it will consider co-operating in a British police investigation into the background of the Fayed brothers, owners of the House of Fraser stores group, according to reports in the semi-official Al Akhbar newspaper.

The reports said that Egyptian co-operation would depend upon a formal approach from Britain's Attorney General. The British embassy in Cairo has been acting as a channel for requests for assistance from Egypt's Ministry of Justice.

Two detectives from the Serious Fraud Office left Egypt late last week after making little progress in their attempts to assess the substance of the Fayeds' claim that they came from a wealthy ship-owning Alexandrian family. The brothers have insisted that they funded the £615m takeover of House of Fraser, which includes the Harrods store in London, substantially from their own resources.

The Egyptian Prosecutor General is also understood to be asking for additional evi-

dence to be provided in this sensitive case which is already provoking widespread comment in the local press.

Mr Mustapha Amin, an influential columnist in the mass circulation Al Akhbar, wrote last week: "We don't care if the Fayed brothers started from zero or they were the sons of a pasha (noblemen). All that we care about is that the three Egyptians have been able to buy the largest store in England."

Mr Salah al Fayed, one of the Fayed brothers, told the Financial Times in Alexandria that the detectives had visited his offices in Cairo but had not sought to interview him.

Detective Chief Inspector Graham Gooch and Detective Sergeant Ken Martin arrived in Cairo on April 8 after receiving an offer of assistance from Egyptian Interpol. But the police officers found that higher levels of the Egyptian bureaucracy were unprepared for their arrival.

They were advised by Mr James Adams, the British ambassador in Cairo, to return to London and await developments.

Insurers to trade risks on screen

By Nick Bunker

TEN leading companies in the Lloyd's of London insurance market have agreed to begin trading insurance risks electronically next spring.

They will start a pilot scheme, using a system called Contract Data Exchange, on April 1 1990, said Mr Robert Mackenzie, a director of the D.P. Mann Underwriting Agency, one of the companies.

The agreement follows the creation by D.P. Mann of a prototype C-DEX system for screen-based interchanges of data on individual risks between insurance brokers and Lloyd's underwriters.

The system is the most radical of experiments in the London insurance market aimed at automating transactions.

A Lloyd's information technology company called Northdoor Group will spend about £750,000 developing a production version of the system, said Mr Mackenzie, who is Northdoor's chief executive.

The participating companies include the four largest Lloyd's brokers: Alexander Howden, C.T. Bowring, Sedgwick group via its reinsurance subsidiary E.W. Payne and Willis Faber. Also involved are R.W. Sturge, the Merritt group and R.J. Kiln, three of the largest Lloyd's underwriting agencies.

UK car component companies face shake-out, says report

By Richard Tomkins, Midlands Correspondent

A SEVERE shake-out among Britain's 2,000 smaller automotive component makers is predicted in a study of the industry published yesterday.

The study, by Coopers & Lybrand, the accountancy firm, has particular relevance after the decision by Toyota, Japan's biggest car company, to build a £700m assembly plant at Burnaston in Derbyshire.

It says, however, that optimism among many UK component suppliers hoping to benefit from Toyota's arrival may be misplaced.

The study was for the West Midlands Industrial Development Association. Most UK car component companies are in the West Midlands.

UK car production has risen by 30 per cent since 1984 and is

forecast to rise another 38 per cent by 1998, the study points out. At the same time, vehicle makers are increasingly buying in components instead of manufacturing them.

But this apparently favourable background for the UK components industry is countered by the trend towards globalisation among vehicle and component makers, combined with continued world over-capacity in the industry.

Vehicle makers have also adopted a strategy of reducing the number of their suppliers. Ford, for example, is cutting back from 2,500 suppliers to 900 and Austin Rover from 1,200 to 300.

Car makers are seeking closer, long-term co-operation with these smaller groups of suppliers in developing new

processes and technologies.

This means that long-term prospects are poor for companies which do not have the resources to invest in extensive research and development.

The study says that technological and market changes offer exciting opportunities for big component suppliers with the resources to meet future challenges. But small companies unable to respond will disappear, to be replaced by a new generation of multinational component makers and joint ventures.

Vehicle Components Sector Report: West Midlands Industrial Development Association, Chantry House, Eight Street, Colchester, Warwickshire B46 3EP; abridged version free.

Anti-nuclear groups 'assisted by MPs' criticism of prices

By David Fishlock, Science Editor

EFFORTS by British Nuclear Fuels to regain public confidence in nuclear power and restore the company's credibility had been partly torpedoed by the parliamentary select committee on energy earlier this month, Mr Christopher Harding, BNFL's chairman, said in London yesterday.

In their report on his company's performance the MPs had provided a great deal of ammunition for the anti-nuclear groups, Mr Harding told the annual lunch of the British Nuclear Forum, the trade association of the UK nuclear industry.

Mr Harding also attacked last week's report on BNFL from the National Audit Office, which was aimed at the Department of Energy and not the company, he claimed.

He found it hard to understand how the Auditor-General could accuse BNFL of failing to meet some of its financial targets when it had achieved returns of 35 per cent and 28 per cent in the last two years.

Perhaps the auditors had failed to appreciate that the severe exceptionally high rates of return, because they were obliged to seeing such figures from state-owned companies, he said.

Mr Harding has just been reappointed BNFL chairman by the Government.

Despite what was implied in the two critical reports, nuclear fuel costs in Britain were not out of control, Mr Harding said.

The fact that nuclear power

was less competitive against some other fuels, particularly coal, was more to do with improved performance from coal than to any deterioration in nuclear performance.

Where nuclear costs had risen, this had been because of more demanding environmental standards. But coal was beginning to face the same problem.

Mr Harding said nuclear energy also suffered from lack of 'enthusiastic promotion by its proponents in Britain.

He specifically challenged the accusation by the Energy select committee that BNFL's prices had risen eight-fold in the last three years.

This was so only in the case of an activity accounting for less than one-thousandth part of the company's business, namely storage of radioactive waste at Drigg in Cumbria, he said.

Moreover, the strongest pressure to improve what he called an unsightly but not unsafe operation had come from another parliamentary select committee, the environment committee.

"Is it too much to ask that select committees should read each other's reports?" he asked.

Mr Harding also dismissed what had been called "enormous" price increases for reprocessing, saying they had actually increased by 8 per cent at the most over the period specified by MPs.

Investors remain cautious

By Eric Short

INVESTORS have still not fully recovered their confidence in the equity market. This is main conclusion to be drawn from the March unit trust trading figures issued yesterday.

There was steady buying of units during the month by

investors, amounting to a satisfactory £806.7m, although this figure was some £170m below the sales figure for February and even lower than sales in March last year.

However, repurchases of units in March rose by some £118m on the month to £565.6m

— the highest level of cash-in of units since March of last year.

Net investment in unit trusts in March amounted to just £211.8m, the lowest so far this year, although still above the average monthly investment in 1988.



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its purpose-built terminal for exporting UK mode cars to the EEC. ICI's Billingham wharves account for 400 ships a year. The Tees Offshore Base reaches into the future of offshore mineral exploitation through its advanced subocean technology complex. In providing facilities for these and many others, the Tees and Horthlepool Port Authority has built up a formidable technical expertise. An expertise which is ready to serve new port-related industries on Teesside. To find out more contact Duncan Hall, Chief Executive, Teesside Development Corporation, Tees House, Riverside Park, Middlesbrough, Cleveland TS2 1RE. Tel 0642 230636. Fax 0642 230843.



TEES/SIDE Initiative Talent Ability

Swedish group buys UK debt collector

By Charles Batchelor

INTRUM Group, a Swedish company which claims to be Europe's largest commercial debt recovery business, announced yesterday that it is to acquire Unicol, one of the biggest British debt collection companies.

Intrum also published proposals for reorganising the collection of commercial debt in Britain which it wants included in the review of the administration of civil courts headed by Lord Mackay, the Lord Chancellor.

Mr Bo Goransson, chairman of Intrum, said: "In Sweden we were instrumental in encouraging the government to bring in new legislation on behalf of creditors. We are now concerned that Britain should improve its efficiency in debt enforcement if it is not to lose its competitiveness in the single European market."

Intrum wants the debtor to be liable to pay the costs of recovering the debt to the creditor as is the case in many European countries. It wants commercial debt to be handled in just eight specialised county courts instead of the 270-plus courts which currently handle

such matters and for the ceiling below which county courts have jurisdiction to raised from £5,000 to £50,000.

It also wants claimants to be able to appoint an agent other than a solicitor to act for them and for these agents to have the right of audience in a county court. Much debt work in the courts involves paper work which could be more cheaply dealt with by debt-collection specialists rather than solicitors, said Mr Goransson.

"UK companies wait on average 78 days for bills to be paid compared with 48 days in Germany. The cost of ineffective debt enforcement, including administration costs and extra interest charges, amounts on average to 5 per cent of a company's turnover, Intrum said.

Intrum, which is listed on the Luxembourg Stock Exchange, was established in 1984 and now has debt collection and credit management operations in 12 European countries. Intrum has sales of £25m and employs 476 people. Unicol, which is based in London, has turnover of £4m and employs 110 people.

INDIVIDUALLY MADE WITH A DEGREE OF SKILL AND CARE THAT BELONGS TO A FORMER TIME, CORUM WATCHES CARRY DESIGN INTO THE FUTURE. THE ADMIRAL'S CUP EPITOMISES THIS WITH UNUSUAL TWELVE-VEEDED CASE AND THE ORIGINAL DECORATION OF ENAMELLED NAUTICAL PENNANTS DENOTING THE HOURS ON THE WATCH FACE.

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UK NEWS

March current account deficit falls to £1.19bn

By Peter Norman, Economics Correspondent

NEWS of a sharp drop in Britain's current account deficit in March punctured pressure for a rise in bank base rates and gave a boost to share prices in London yesterday.

The Department of Trade and Industry reported that the current account deficit fell to a provisional, seasonally adjusted £1.19bn last month from £1.7bn in February, while the country's deficit on visible trade fell to £1.69bn from £2.2bn.

The current account figure was around £300m below most analysts' forecasts. As a result, share prices rose sharply, piercing the 2,100 mark on the FT-SE 100 share index before settling back to close at 2,093.4 for a gain of 22.2. The FT Ordinary index closed at 1,781.2, up 22.3.

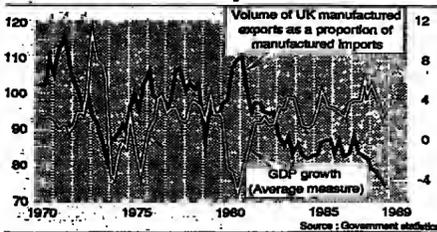
Prices of Government gilt edged stock rose, while interest rates eased on the domestic money market. The key three month interbank rate, which last week had risen sharply in anticipation of higher bank interest rates, fell to around 13 per cent in line with base rates.

Sterling, however, failed to catch the party mood. The pound weakened against a strong dollar to \$1.6855 from \$1.7010 and closed unchanged against the D-Mark at DM3.1725 as prospects of higher interest rates faded. The Bank of England's trade weighted sterling index closed at 95.1 compared with 95.3 on Tuesday.

The fall in the deficits reflected a 9 per cent jump in UK visible exports to £7.43bn between February and March while imports increased by only 1 per cent to £9.12bn.

The Department of Trade and Industry said exports in March were boosted by a £122m jump in oil exports and sales abroad worth £279m of

UK Growth & Trade performance



so-called erratic items such as ship, North Sea oil equipment, aircraft, precious stones and silver. Without these items, exports increased by only 3.5 per cent last month.

None the less, the DTI said the underlying volume of non-electronic exports has risen in recent months and at a faster rate than the volume of non-oil imports. Its figures showed a notable jump in consumer goods exports in recent months and a sharp slowdown in imports of consumer goods and cars.

The Treasury said the upward trend in exports and a slowing of consumer goods imports indicated that the Government's high interest rate policy was beginning to have an effect on the trade balance by curtailing domestic demand.

Mr Peter Spencer, UK economist of Shearson Lehman Hutton Securities in London, suggested that the rise in consumer goods exports could be a sign manufacturers were using new productive capacity to serve export markets.

However, other analysts in the City of London cautioned that pressure for higher interest rates could build again

Economists sense return of stop-go

Simon Holberton looks at worries raised by a worsening deficit

ECONOMISTS rarely agree on anything, but even by their standards a battle royal is brewing.

At stake are assumptions about Britain's ability to trade. The conflict is between those who think something really has changed in Britain over the past 10 years and those who do not.

Economists, like the king's men with a shattered Humpty Dumpty, are now poring over the trade records of the 1980s and the boom of 1987-88 and asking, has anything really changed? Are the current difficulties just like those of the 1960s and 1970s? Britain grows too fast and is brought low by a sterling crisis following closely on the heels of a widening trade gap?

Yesterday's trade figures gave little comfort for those who hope for an early resolution of the current account deficit. The March figure took to £4.5bn the deficit for the first three months of the year. That, if sustained, implies a deficit for the year of £18bn.

The speed of the UK's fall into current account deficit has taken most by surprise, not least Mr Nigel Lawson, the Chancellor of the Exchequer. A year ago he thought the deficit in 1988 was going to be £4bn; it turned out to be £14.7bn. In March last year he also thought the deficit in 1989 would be £4bn; by last November he had raised that forecast to £11bn and by March this year to £14.5bn.

The scale of the problem is illuminated by what it would take to eradicate the deficit in one year. To get the necessary contraction in import growth - a fall of around 12 per cent - domestic demand would have to contract by 7 percentage points. Growth in gross domestic product for 1989

| | Current Balance | Balance | Visible Trade Exports | Imports | Invisibles Balance |
|-------|-----------------|---------|-----------------------|---------|--------------------|
| 1987 | -2.9 | -10.2 | 79.4 | 89.6 | +7.3 |
| 1988 | -14.7 | -20.6 | 80.2 | 100.7 | +5.9 |
| 1988 | | | | | |
| Qtr 3 | -3.4 | -5.7 | 20.7 | 26.4 | +2.3 |
| Qtr 4 | -5.5 | -6.3 | 20.2 | 26.5 | +0.9 |
| 1989 | | | | | |
| Qtr 1 | -4.5 | -6.0 | 21.8 | 27.6 | +1.5 |
| Jan | -1.6 | -2.0 | 7.4 | 9.5 | +0.5 |
| Feb | -1.7 | -2.2 | 7.8 | 9.0 | +0.5 |
| Mar | -1.2 | -1.7 | 8.4 | 9.1 | +0.5 |

1988 figures have been revised. Figures may not add up because of rounding. Source: CSD and DTI

would have to fall by 1 per cent. In short, a recession would be needed.

That is an extreme remedy, but it finds support in the City of London where wearing a halibut is a mark of virility. As a solution it sounds familiar - the "stop" phase following the "go" of 1987-88 - but is the problem the same as it is tended to be in post-war Britain?

The Treasury says the current account deficit is the result of excess domestic demand which leaked abroad and returned as imports. The trade deficit will move towards balance as the result of a squeeze on domestic consumption, induced by high interest rates, which will reduce import growth. Output which cannot then be consumed in Britain will be exported.

Professor Alan Budd, economic adviser to Barclays Bank, agrees with this analysis: "Domestic demand grew at an enormous rate and it is hard to say that we had a supply side problem when output grew extremely rapidly and manufacturing output very, very rapidly. It wasn't a case of we were buying things while English factories stood by silently."

He says further that the

improvements in the supply side of the economy is a way of justifying the boom that occurred and holding out hope that the consequences will be different this time around. What might make it different is a change in the nature of international capital markets, not the UK's ability to perform well in manufacturing trade.

International capital markets are much freer than they were in the 1960s and early 1970s when a current account deficit inevitably led to a sterling crisis. This time a collapse in the pound might be deferred.

Yet even if a sharp fall in the value of sterling - and an attendant surge in inflation - can be avoided, the question of whether the trade deficit will correct itself and how fast that will take remains unresolved.

In the City, some economists believe the omens are not good. Mr Kevin Gardiner, economist at Warburg Securities, says: "I tend to see UK trade performance as a long-lived structural problem rather than a domestic demand problem. The way the structural problem came about was that through time the UK withdrew from many consumer industries."

A recent paper by the National Economic Development Council provides some support for that view. It says the reason for the deterioration in UK trade last year was caused primarily by a surge in imports of consumer goods such as televisions, stereos, clothing and textiles, and cars which the UK does not produce in sufficient quantity or quality to satisfy domestic wants."

Imports of consumer goods, as measured by volume, rose by 17.6 per cent last year, while exports fell by 0.5 per cent. At

the same time exports of capital goods rose by 17.6 per cent, while imports were up 21.6 per cent, underlining the strength of the UK capital goods industries and the investment boom here and abroad.

However, the NEDC identified three sectors where UK trade is weakest: cars and parts, where the trade deficit rose 37 per cent to £5.3bn in 1988; clothing and textiles, where the deficit rose 30 per cent to £1.8bn; and consumer electronics, where the deficit rose 44 per cent to £1.48bn.

With cars, which accounted for more than 35 per cent of last year's trade deficit, there are signs of potential rescue. The NEDC noted that there would be substantial improvements to the trade balance if the international competitiveness of the industry could be improved.

Plans of foreign investors which appear to view the UK as a suitable entry point for the European market, may prove helpful. Toyota's plans to invest £700m new car capacity in the UK combines both import substitution and export potential.

Also, there are signs that the Government's policy of high interest rates to rein in excess demand is working.

Even if demand and output grow as the Treasury would like, there could be large costs involved for manufacturers switching to exports - not least in setting up or expanding distribution networks. Few, therefore, can be confident that the strategy will work as seamlessly as the Treasury might like. As even Mr Budd cooed: "One is asking for something to happen that has never happened before. It's a good test of Thatcherism in its tenth anniversary year."

Exports expand by 9%

BRITAIN'S current account balance of payments deficit in March was the lowest since last September's £279m deficit thanks to relatively strong growth in exports and slow-down in imports, Peter Norman writes.

Department of Trade and Industry figures showed that total exports increased by 9 per cent to £600m to £7.43bn between February and March while imports advanced by only 1 per cent to £9.12bn. Britain's invisible trade surplus was estimated at £500m in both months.

However, after excluding oil and erratic items such as ships, North Sea installations, aircraft, precious stones and silver, exports rose by a more

modest 3.5 per cent between February and March compared with a gain of 0.5 per cent for imports.

Imports of consumer goods increased by only 3 per cent in value in the first three months of this year compared with the preceding three month period while car imports declined by 5 per cent between the two periods.

By contrast, British consumer goods exports increased by 14 per cent in value between the final quarter of last year and the first quarter of 1989, while car exports increased by 2.5 per cent between the two periods.

Car exports increased in value in the first three months of this year from £169m in January to £216m in February and

£232m in March.

According to Mr Peter Spencer, UK economist of Shearson Lehman Hutton Securities in London, the latest trade figures show that Mr Lawson's policy of encouraging exports by curbing domestic demand "is working remarkably well".

However, other City economists were uncertain that the monthly trade figures have taken a clear turn for the better. Mr Kevin Gardiner, an economist at Warburg Securities, pointed out that import volumes remain relatively high while the trade in oil, which yielded a surplus of £107m in March compared with a deficit of £18m in February, will be probably hit in April following accidents affecting North Sea production.

Food groups offer reward to catch contaminators

By Christopher Parkes, Consumer Industries Editor

HEINZ and Cow & Gate, Britain's leading babyfood suppliers yesterday offered a £100,000 reward for information leading to the arrest and conviction of the blackmailers responsible for contaminating their products with glass, metal, pins, razor blades and caustic soda.

A further 11 such food contaminations were reported yesterday, bringing the official total in Britain to 28 since April 7, Mr John Patten, a Home Office Minister, said in the House of Commons.

There had been blackmail demands in some cases, he said. No children have yet been seriously injured by the contaminants, but police, manufacturers and retailers warned purchasers to check the safety seals on the lids of baby food jars.

All confirmed cases of contamination have so far involved jars. Allegations that dangerous foreign bodies have been found in tinned foods are still being investigated.

New cases reported yesterday included two in Kent. Most have been in the south of the country, affecting products bought from big retail chains, but there have been reports of incidents in Cheshire and Lancashire in northern England.

Metropolitan Police officers co-ordinating a national investigation have so far advised retailers not to clear their stores of the products at risk. However, retailers are taking special measures to protect their stocks and advise shoppers. Safeway has ordered regular examination of baby food

displays and careful checking of new stock. Manufacturers have also offered to replace all stock in instances where a retailer finds evidence of interference.

Confirmation that blackmail was involved in the spate of discoveries helped ease some of the pressure on manufacturers. In recent weeks they have been obliged to deal with the practical effects of the incidents and at the same time try to reduce the impact of consumers' fears on sales and the reputation of their goods.

Adverse effects on sales were not yet apparent, Heinz said yesterday.

The US group has about 57 per cent of the UK market in prepared baby meals, excluding milks and rusks. Cow & Gate, owned by Nutricia of the Netherlands, has 22 per cent. Robinsons and Mipsa have some 8 per cent each.

Last month, Gateway destroyed £20,000 of Chilean fruit after a scare in the US involving the discovery of cyanide-laced grapes in Philadelphia.

Household debt 'to moderate in 1990s'

By Ralph Atkins

DEBT accumulation by British households will moderate in the 1990s, leading to a steep slowdown in consumer spending, according to a report published yesterday by Oxford Economic Forecasting.

buoyant spending in the 1980s has been prompted by deregulation of financial and credit markets, says the forecasting unit.

Saving as a proportion of incomes is expected to rise gradually in coming years.

In the short term, high interest rates and inflation will erode real incomes and wealth, this year leading to little growth in spending. Compared with 1988, expenditure is expected to be 2.9 per cent higher but this will largely reflect increases at the end of last year.

The forecasting group warns that inflation will remain high in 1989, falling to 6.7 per cent in the last three months of the year from 7.9 per cent.

Higher petrol prices are expected to push up industry's costs while higher wage settlements, combined with lower productivity growth, will add to labour costs.

Prices rises are expected to continue to slow gradually but remain high by international standards.

By the end of 1990 inflation is forecast to have fallen to just under 4.5 per cent.

The OEF says that personal debt as a proportion of disposable income has risen sharply in the UK, overtaking both Japan and the US during the 1980s.

Since 1981, real consumer spending has risen by more than 31 per cent, with spending on durable goods leaping 62 per cent.

Backing for nuclear power emerges from 'greenhouse' meeting

By John Hunt, Environment Correspondent

A PROGRAMME to tackle the problem of global climatic warming through the enhanced use of nuclear power as a substitute for fossil fuels such as oil and coal emerged from yesterday's seminar on the greenhouse effect at the office of Mrs Margaret Thatcher, the Prime Minister.

It was made clear that if necessary, the nuclear element in electricity generation should exceed the 20 per cent envisaged by the Government.

This would be coupled with a drive to improve fuel efficiency and to find substitutes for fossil fuels. Natural gas, was seen as a possible substitute as it gives off less carbon dioxide, which is the main contributor to the greenhouse effect.

Yesterday's event, which was attended by about 30 scientists and six Cabinet ministers, was billed as a "teach in" and not a decision-making meeting. But Mrs Thatcher made it plain that she wants it followed by national and international action.

She said that exceptional measures were called for and that it was not acceptable to just "wait and see."

It was indicated that there will be a campaign to convince the public of the safety of nuclear power.

There would be a similar drive to persuade business and the public of the need to use fuel efficiently.

Global warming is caused by carbon dioxide and other gases trapping the sun's heat in the atmosphere in a way similar to a greenhouse. Grave warnings were given at the meeting about possible rises in temperatures and sea levels.

Mr Cecil Parkinson, Energy Secretary, said after the meeting that the Government had already established the size of the role to be played by nuclear power generation in Britain for the foreseeable future.

He said, however, that "I

believe that role will grow as the environmental arguments develop and fossil fuel prices move inexorably upwards."

Lord Catto, Minister of State for the Environment, took a more cautious line and would not give a target for nuclear power use. "Provided nuclear power is safe it is a fuel that certainly could be used," he said. But at the same time alternatives such as energy efficiency and renewable sources should be looked at.

The meeting was told that there needs to be a very substantial increase in the base load for nuclear power" although it was admitted that there were social and political obstacles to this. Global warming was increasing faster than at any time in the past and emissions of carbon dioxide in the UK were increasing by 0.5 per cent a year "and we need to be very worried about its effect."

This was contrasted with the "negligible" and "totally trivial" amount of radiation arising from nuclear power. But "that is not the public perception and we must change that perception."

Sir Crieplin Tickell, UK Ambassador to the UN, spoke on the international perspective. It was emphasised that action should be taken through the United Nations Environment Organisation (Unep).

But it was also suggested that the UN Security Council was a "favourable means of injecting political impetus" behind an international drive to tackle the problem. This was because members were the US, the Soviet Union and China - the biggest land masses.

It was also suggested that the international debt of Third World countries might be waived to some extent to compensate them for halting the destruction of the rain forests - another big contributor to the greenhouse effect.

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by Kolar

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|--------------------------|--------------|---------------|---------------|
| | 1986 | 1987 | 1988 |
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| Skipton | 801.5 | 1004.9 | 1258.3 |

| NET PROFIT (£ million) | | | |
|------------------------|------------|------------|-------------|
| | 1986 | 1987 | 1988 |
| CHELSEA | 6.7 | 8.9 | 12.3 |
| Skipton | 7.1 | 8.1 | 11.3 |

Source: The published Report and Accounts of each Society.



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Private enforcement of access to EC tenders

By Celia Hampton

The business of contracting with public authorities in the European Community will become a lot more exciting if the EC Commission has its way. It is preparing legislation giving it the power to ask for changes in the procedure and conditions of public tenders and to cancel awards of contracts. Some companies, moreover, will see the business from the inside since the proposed measures would treat them as public authorities.

The Commission is determined to demolish patriotism in public spending. Central and local governments, and other public bodies seem oblivious to the prudence of shopping around while spending some £280bn (\$442bn) a year. Public purchases of goods account for about 15 per cent of the EC's gross domestic product, yet as few as 2 per cent of contracts are won by suppliers who come from countries other than the buyer's own.

The Commission has now published most of its plans to open tenders by government controlled or influenced bodies to Community-wide competition. What is more, it proposes that disappointed contractors should be given effective means of ensuring that the authorities abide by the rules.

The Commission's first plan of attack is to strengthen the ground rules and induce authorities to use open procedures inviting tenders from all comers rather than to approach contractors of their own choice. This has been in force since the beginning of the year for supplies of goods, and next year it will extend to public works contracts.

The Commission also insists now on open tendering for all EC-funded projects, and methods of procurement must be reported for each tranche of Community loan or grant.

Other Commission plans are still in gestation. Three essential elements of the rules - the contract, the contract-issuing body, and enforcement - will be given an expanded meaning.

The rules will apply to "supplies of goods", "works and construction" as well as to "services". There will be narrow exclusions, such as the provision of land (but not the

associated services) and national defence contracts. Even here, competitive defence procurement for non-sensitive goods and services is planned for 1993, and most member states, led by France and the UK, are opening their own defence procurements to each other through the independent European Programme Group.

The expansion of the rules to include services will touch some sensitive issues, such as direct labour and legal services. The professions tend to work on a one-off basis and will be concerned that a threshold as low as Ecu 100,000 (\$110,500) may be set, as against Ecu 200,000 for supplies and Ecu 2m for works contracts.

The extension of opening tendering to private sector companies which want work done or goods supplied has been precipitated by the Commission's plans for energy, transport, water and telecommunications, all of which are exempt from current rules. Too many of these services are provided by private - often "privatised" - companies, so that rule applying only to state-owned operators would not cover this important sector.

Pressure (real or imagined) to "buy local" can be felt by companies which operate with some form of official permission, such as a licence to supply electricity, drill for oil, or run airport facilities. The Commission also intends to make companies in government ownership or under its influence put contracts for services out to tender.

The companies placed by the Commission on equal footing with public authorities will have new administrative burdens to bear as well as some legal consequences. First, the assessment of tenders and the award of the contract will be judged by criteria not necessarily familiar from a business point of view. The lowest priced tender may be accepted, but if it seems abnormally low the company will have to ask whether the tender is being subsidised by its government and, if so, whether the Commission has been told.

If the lowest price offer is not selected, the company will have to show that the tender

accepted is the "most economically advantageous". This is defined to include factors such as quality, delivery date and even aesthetic characteristics, but these may be relied on only if listed in the tender notice in descending order of importance. The list does not include "mutual trust" or "known reliability".

Second, open advertisement of a project may endanger the secrecy of information belonging to the company - new drilling or communications technology, for instance.

The UK Department of Transport is studying this issue in the context of privately-funded public projects. The government will want the building work put out to public tender but the developer will want to protect its plans. The first area of study is the definition of the intellectual property rights at stake.

Under EC law the private sector may already have to avoid favouring local tenderers. In the preamble to the draft directive on the exempt sectors, the Commission reasons that public restrictions on tenderers from other EC countries are forbidden anyway by articles 30 and 69.

The European Court ruled last September, in Case 45/87, that the free trade provision of article 30 prevents specification of materials that can only be obtained from national suppliers complying with local standards. Article 69 provides for free trade in services.

The 1992 programme gives priority to aligning idiosyncratic national standards, which often deter already timid foreign contractors from approaching home-ruled markets such as building. The Commission urges contractors to use existing law in the national courts to challenge discriminatory standards. If a European norm is soft, national legislation cannot usually compel obedience to higher standards. A recent directive setting standards for building materials (No.89/106) has to be implemented by June 27 1992.

The Commission takes the view that the present public procurement rules lack bite. It intends to introduce a novel enforcement regime with a

considerable potential for disrupting business relationships.

Disappointed tenderers would be able to bring legal proceedings before a national court to interrupt a procedure for the award of a public contract, to ask that an illegal decision be set aside, and even to claim damages. The court would have power to cancel the unlawful award of a contract, permanently.

The procedure will aim to secure "effective and rapid" remedies, and the emphasis is on interim measures during the award procedure, such as removing bid clauses from the tender document. But the power to cancel an award decision is not restricted in time. Contracts will become a lot less secure for as many years after conclusion as national law allows cases to be brought.

From the claimant's point of view, bringing a case will hardly influence public authorities in his favour on future contracts. To correct any reticence in using the new action, the Commission proposes a power for itself to suspend an award procedure for up to three months.

The Commission's proposal is much gentler than the original, which would have given national authorities no more than a right to be told that a contract was suspended. The contracting authority will now have to be asked to correct the infringement so that the award procedure can resume. EC governments, however, are resisting this proposal, and the Commission is still working on it.

Community tendering will be open to all potential bidders, not only EC-based contractors. A tender might be rejected as not economically advantageous if the supply was less than 50 per cent of EC origin, a plan which disturbs US companies in particular. The Commission would ultimately like to see open tendering throughout the OECD.

However the final details work out, the new regime will provide a painful process of adaptation for companies in many different businesses across the Community. Careful analysis and some persuasive lobbying at this stage could pay dividends in the 1990s.



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Flying lessons.

Adequate.

If I'm really honest that's the only way to describe how our last job turned out.

A couple of people on the second floor said they liked it but I think they were just being polite.

We missed a trick somewhere. We should have pushed it further. I'm not trying to make excuses but I guess we ran out of time.

A month later we changed our computer system.

It's almost as if the whole company's been on one of those motivation courses.

I'm not saying we're having better ideas exactly I think we always felt we were capable of this kind of work.

It's just that now nothing is getting in the way of the ideas, slowing up the process.

We're spending all of our time working out our problems, not our computers.

We don't have to memorise a complex series of commands or rules any more. It's as natural to use as say, a pencil.

I don't know about you but my mind works in a fast, pretty haphazard way.

This computer can keep up. It has so many options. It lets you fly off at all sorts of tangents. New possibilities keep presenting themselves.

There are thousands of programs but you only have to learn one. And you've virtually learnt them all.

So far the best idea with this new computer has come from Dodds in personnel. Dodds!? I mean I thought he'd retired.

 **Apple Macintosh. The power to succeed.**

MANAGEMENT: Marketing and Advertising

Penicillin cures but wine makes people happy. Let's be happy. So said Alexander Fleming, according to an inscription on the side of a vast wine cask deep in the heavy vaults of one of Argentina's more famous vineyards, Peña Flor. But Argentine viticulture is anything but happy today, as it sees world markets being snapped up by its closest rival, neighbouring Chile.

The reason for its hangover is double-edged. Argentine manufacturers of all types of products have, thanks to heavy state protection, become accustomed to churning out low quality goods which a relatively affluent domestic market has snapped up.

That has been as true of wine as any other product, with the result that the typical Argentine wine of today falls far short of the high standards maintained by other major wine producing countries.

That is changing under the influence of two pressures. One is that Argentinians themselves drink much less wine than they used to. Since the 1970 peak of an annual 92 litres per capita the domestic market has slumped to a bare 50 litres.

At the same time the increasingly urgent need to break into potentially lucrative foreign markets is dawning on vineyards as much as other areas of the economy. Considering that Argentina, which annually produces 23m hectolitres, is the world's fifth largest producer of wine (after France, Italy, Spain and the USSR), it is little less than astonishing that its wines are so little known abroad.

Over 65 per cent of that wine is produced from Mendoza province. Two superficially very different Mendoza vineyards, one in the hands of the same family which started it at the beginning of this century, the other by the provincial government, are trying to come to terms with the changing future for Argentina's wine and the country's economy generally.

Peña Flor produces one of Argentina's most famous brands of "vino comun" or table wine. Some 15 per cent of its produce is "vino fino", a superior quality product sold under label by a wholly-owned subsidiary called Trapiche. Naturally the bulk of the company's wines are marketed domestically, but Dick Sibbald, a director of Trapiche, is trying to reach overseas markets.

"Our biggest sale has been 25m litres of wine to the Soviet Union, but oddly enough the principal purchaser of Argentine wine and related products



The wines of the world's fifth largest wine producing country are little known abroad

A case of wine output under pressure

Gary Mead reports on Argentina's export hopes in the face of nearly halved domestic consumption in 20 years

today is Japan. Japanese customers are very keen to purchase our concentrated grape juice, which they then use as the basic ingredient for Japanese wine. It is very important for us to become more conscious of the export market. Nobody is waiting for Argentina to come along, we've got to do our own selling."

To that end he organised a recent visit by 36 wine tasters, the majority from Britain, under the aegis of the "Masters of Wine" institute, which is responsible for selecting 60 per cent of wine consumed in the UK.

Trapiche has developed other marketing strategies to increase its profile and sales in the 26 different countries it supplies, including a "say it with wine" service in some European countries, which promises to supply even just one bottle of its export brand "Andean" label Chardonnay or Cabernet Sauvignon within 70 hours of the order being placed.

The vineyard itself, which covers some 1,400 hectares annually turning out over 200m litres of wine, is undergoing some changes. New Pinot Noir vines have recently been planted, with the aim of producing high quality exportable wine ready for sale seven years from now.

Of particular importance for Trapiche was the purchase late last year of 530 new oak casks, each with a capacity of 220 litres. Imported from France and to be used for the necessary subtle ageing processes, the casks are seen by Trapiche as vital if the company's wines are to meet export standards.

Not only do the casks represent a significant investment for the company, of almost \$240,000, they also mark an important step forward for Argentine attitudes towards trade liberalisation. Such is the heavily protected nature of the Argentine wine industry that there is a law banning the import of maturing casks. Most Argentine wines are matured in casks which should have been disposed of years ago.

However, Trapiche made a representation to Mendoza's Peronist governor, José Octavio Bordon, to argue at national level that the law should be waived in this instance in order to help Trapiche's export drive. He gladly obliged, thus proving that not all Peronism is rigidly wedded to protectionism.

Bordon has his own problems, however, in trying to privatise GIOL, a vineyard owned by the provincial government of Mendoza.

GIOL was originally in private hands at the beginning of this century, set up (like so many Argentine vineyards) by immigrant Italians. Nationalised by the Peronist central government of 1954 and transferred to provincial government ownership, it fell foul of General Juan Peron's desire to semi-socialise basic Argentine industries.

Originally intended to safeguard prices paid to small-scale grape producers in the region, it has proved a singular failure (accumulating debts of \$30m

and is due to be sold off by August this year.

GIOL's mistake under provincial ownership was to concentrate on serving up a lowest common denominator wine to the domestic market, a classic error to be seen in a variety of Argentine industries.

The poor quality of its one vino fino, "Canciller" (Chancellor), meant that the "Masters of Wine" gave the company a miss on their visit to Mendoza.

The domestic slump in wine drinking hit GIOL badly, and rapid turnover of politically appointed management did not help matters. Its offices today are based in the old GIOL family estate grounds, where underinvestment and staggering over-manning are the obvious signs of a dying company.

In October 1988 Bordon announced that he intended to sell GIOL into private ownership, a move which provoked a considerable attack from trade unions and some factions of his own party.

By the time GIOL is sold off its 3,500 employees will have either been relocated in other areas of provincial administration or found a living as part-owners within 24 privately managed wine-producing co-operatives established since last October.

Bordon's first move was to scale back production to make an inventory of GIOL's assets and debts, the first such realistic look at its accounts in many years. Standing inside the now-empty largest wine-storage tank in the world (where if you were to drink a litre a day it would still require more than 14,000 years to clear the tank), textbook descriptions of dis-economies of scale suddenly became reality.

Bordon was clear about the reasons behind the sale of GIOL. "It does not serve any of the economic and social objectives of the province. It does not defend the interests of the medium or small producer and in fact is an obstacle. Today it impedes the objectives of integrating wine production locally, promotion of the regional economy, the search for international market share and the diversification of production. Its financial and operative losses are enormous."

People are not accustomed to hearing such words from Argentine politicians, least of all from Peronists. But the presence of domestic economic recession and greater awareness of foreign demand for quality luxury items such as wine is bringing the best of Argentine minds to a greater flexibility and concentration than in the past.

UK advertising league

The really big spenders

David Churchill reports on changes in the top ten

The National Audit Office will undoubtedly take more than a passing interest in figures published today by Media Expenditure Analysis Limited (MEAL), which show that Mrs Thatcher's government spent £76.12m on national advertising last year - some £12m less than in 1987.

The figures, commissioned by the trade journal Campaign, come just as the Government is facing renewed attacks on its policy of heavy use of press and television advertising.

Earlier this month the NAO - which is responsible for scrutinising government expenditure - agreed to a request from the House of Commons' Public Accounts Committee to look at whether such extensive government advertising was necessary.

Frank Dobson, shadow Leader of the Commons, described as a "scandal" the use of public funds to promote government policies. He claimed that ministers this year planned to spend some £120m on advertising, up from £77m in 1987-88 according to his figures which were based on parliamentary answers.

Two factors caused the Government's spending almost to treble since Mrs Thatcher came to power in 1979: one was the massive effort spent on persuading the public to support the Government's privatisation campaigns.

Yet perhaps equally significant has been the enthusiasm shown by Lord Young, the Trade and Industry secretary, for using advertising to promote his department's activities. The MEAL figures published today, for example, show that his department spent some £15.5m on advertising last year - nearly twice as much as the Training Agency at £8.5m. (The Training Agency used to be known as the Manpower Services Commission, and Lord Young was at one time its head.)

The fall in government advertising expenditure last year was largely due to the hiatus in the privatisation programme after the October 1987 stock market crash.

Even so, the Government still ranked third in the MEAL league table for the UK's largest corporate advertisers - behind such giants of the fast moving consumer goods world as Unilever and Procter & Gamble.

| | |
|----------------------|-------|
| Unilever | 118.1 |
| Procter & Gamble | 77.4 |
| HM Government | 76.1 |
| Mars (UK) | 73.3 |
| Nestlé Holdings (UK) | 71.5 |
| Kingfisher | 46.5 |
| British Telecom | 45.6 |
| Electricity Council | 42.6 |
| Kellogg (UK) | 41.2 |
| General Motors (US) | 35.3 |

| | |
|---------------------|------|
| Procter & Gamble | 58.0 |
| British Telecom | 45.6 |
| Kellogg | 41.2 |
| Nestlé | 36.1 |
| Pedigree Petfoods | 34.5 |
| Mars Confectionery | 33.9 |
| Electricity Council | 32.9 |
| Vauxhall Motors | 32.8 |
| Austin Rover Group | 30.9 |
| Brooke Bond | 30.1 |
| Batchelors | 30.1 |

est corporate advertisers - behind such giants of the fast moving consumer goods world as Unilever and Procter & Gamble.

Unilever's top spot is based on the substantial advertising support - £118.2m last year - for its main subsidiary companies, such as Lever Brothers, the detergent manufacturer, Brooke Bond Foods, and cosmetic company Elida Gibbs.

Procter & Gamble, however, is the largest single advertiser (as distinct from a holding company) in the MEAL survey since it concentrates its advertising through two main companies - Procter & Gamble (with an advertising spend of £58m last year), and Procter & Gamble (Health and Beauty) which spent £19.4m.

While Unilever has for some

years topped the table for total advertising by a holding company, P & G's grip on the top slot for single advertisers was loosened in 1986 by British Telecom during its flotation year. BT fell to seventh place in 1987 as it cut back on advertising post-flotation. But, perhaps stung by criticisms of its slipping service levels, it stepped its advertising spend up a gear last year with expenditure of £45.6m - up from £29.9m in 1987. This put it into second place, pushing Kellogg back into the number three position.

Apart from fast moving consumer goods companies, the fierce competition in the new car market was reflected by Vauxhall moving from 14th place in 1987 to 8th last year with a spend up from £19.8m to £32.8m. It was followed in 9th place by the Austin Rover Group with a spend of £30.9m, and Ford in 12th position with spending of £23.1m.

No single retailer made the top 20 league table for advertisers - although Kingfisher (formerly Woolworth Holdings) was the sixth largest advertiser overall with a £26.5m expenditure from its retail subsidiaries such as B&Q, Comet, and Woolworths.

MEAL also provides a comparison with 1978 when the largest single advertiser was Rowntree Mackintosh (acquired by Nestlé last year). Then it spent £10.7m to take top spot; last year's £22.5m spend only earned it 16th position.

Only Mars (third ten years ago, sixth now) and British Leyland Cars (now the Austin Rover Group) have stayed in the top ten over the past ten years.

| Company | Spend (£m) | 1978 Rank | 1988 Rank |
|------------------------|------------|-----------|-----------|
| Rowntree Mackintosh | 10.7 | 1 | 16 |
| Cadbury | 10.5 | 2 | 6 |
| Mars | 8.8 | 3 | 11 |
| Boots | 7.9 | 4 | 57 |
| Lever Brothers | 7.5 | 5 | 11 |
| British Leyland Cars | 7.3 | 6 | 9* |
| Procter & Gamble | 7.2 | 7 | 1 |
| Galisher | 6.4 | 6 | 13 |
| Brooke Bond Oxo | 6.0 | 9 | 10 |
| British Railways Board | 5.5 | 10 | 52 |

*Austin Rover Group only Source: MEAL

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in Canada (over 160) than any other airline. So much for our services,

the wines fine, the crockery china, the napery linen, and our cabin staff friendly, courteous,

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Many of these are the only non-stop services, Frankfurt to Calgary for example.

On some routes, such as Frankfurt to Vancouver, we fly the only daily service.

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Our business class is available on all flights between Europe and Canada (so is first class, by the way).

You'll get a guaranteed window or aisle seat. (We've cut out the middle man.)

You will find the food good,

and quietly efficient.

There are other touches.

Like advance seat selection, dedicated check-in counters and priority baggage handling.

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room, for the rest of your stay.

The purpose of all this generosity is simple. Next time you're thinking of travelling to or from Canada, we want you to turn over a new leaf.

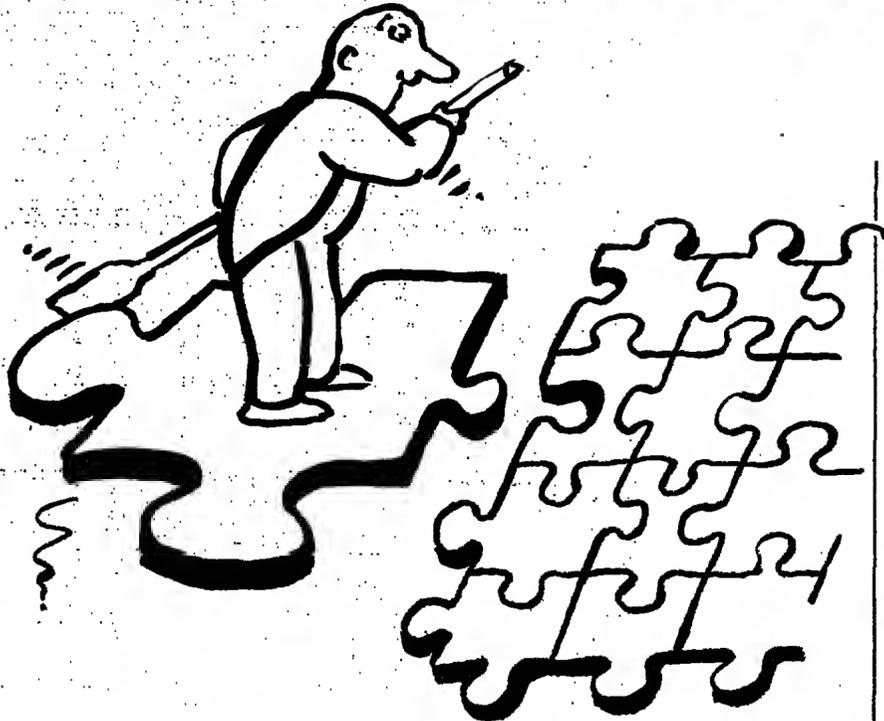
And think Canadian.

Canadian

Canadian Airlines International

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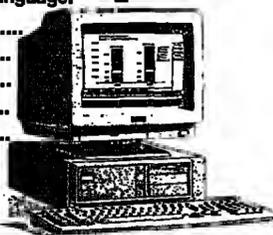
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COMPUTER**

TECHNOLOGY

The computer learns from the experts

Della Bradshaw on the human face of artificial intelligence

Imperial Chemical Industries, the UK's biggest chemicals company, has come up with a new formula for retaining - and improving on - the traditional skills that go into formulating medicine.

Geoff Dalton, senior knowledge engineer with ICI's corporate management services, says that because of changing career paths, the company was in danger of losing certain types of accumulated knowledge. "The formulators used to stay in the job for most of their lives, but now they tend to be people just passing through, advancing another step on the career ladder. A lot of the old skills which we need to pass on to our next generation of staff are being lost."

ICI is trying to solve this problem by retaining this type of knowledge in an expert computer system, which is a form of artificial intelligence. To develop such a system, a set of rules is fed into a computer so that it can make judgments. The company's pharmaceuticals business at Macclesfield is testing a formulation system, designed to stipulate the correct amount of each ingredient to put in a medicine - ease of manufacture being as important as efficacy. For example, if the active ingredient is not very soluble, an experienced formulator would experiment with a highly soluble ingredient. This can easily be translated into a rule for the computer along the lines of: "If this is true, then try x."

The formulation package used by ICI believes the idea that expert systems are large and expensive. The software, including specific programming for ICI, cost the company £11,000 to run on an IBM PS/2 personal computer. ICI chose a package designed for the mixing of ingredients. It is also used to formulate such products as food, oil and cleaning materials. Because the program deals with a generic function, product formulation, it is known as a "kernel" expert system. Kernels may also be industry specific.

The formulation kernel was jointly developed by Logica, Shell Research and Sciber Agrobiochemicals and was then customised for ICI by Logica.

The development of these kernels will be one of the fastest growing areas in expert systems, says John Bader, chief consultant at BIS Mackintosh, of Luton. "We predict that the market for knowledge-based systems will grow at 34 per cent per annum and we expect that packaged systems, for such things as

marketing support or credit control analysis, will be a major growth area."

Gary Born, business manager for the consulting division of SD-Scicon, estimates that there are about 400 types of expert system operational in the UK and about 2,000 worldwide. "We think the market in the UK is growing rapidly and is slightly ahead of the rest of Europe. But compared with the US it's still small beer."

The most widespread use so far has been in computer companies. ICI, of the UK, estimates that it saved £2.6m in 1987 and £4.5m last year from the internal application of expert systems. Digital Equipment, the US computer maker, says that it saves \$40m a year in tailoring minicomputers to suit its customers' requirements by using its own expert systems, Xcon and Xsel.

However, Bader predicts that by 1995 the manufacturing and finance sectors will be the largest users of expert systems, accounting for 41 per cent of the \$4.7bn world market.

At ICI, Dalton is hoping to prove that as well as capturing disappearing expertise, the package will also improve the formulators by extending understanding of how they are arrived at. The Macclesfield plant has also set up a research group to try to define rules for making medicines.

When staff from Logica cus-

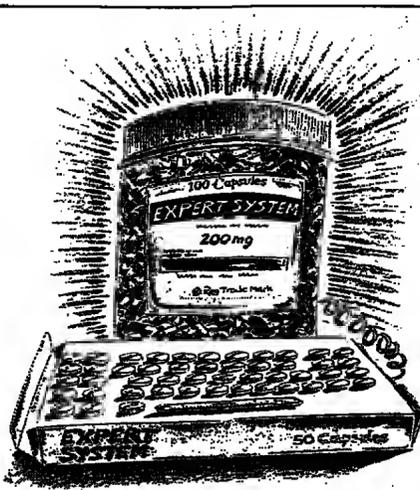
tomised the formulation software for ICI they conducted the interviews with researchers and formulators in stages, developing the package as they went along.

"We used the emerging system as a way of getting information from the experts," says Barry Skingle, principal consultant at Logica. "When they saw the developments they would say 'that's wrong' or 'if that happened, I would do this' and so we would program that in as another rule."

Dalton observed that the information from the research team was more useful to the programmers than that from the expert formulators. This demonstrates one of the difficulties of setting up an expert system: to translate the information extracted from experts into a computer-accessible form.

"Once people are experts they forget how they reason," argues Born. "When they try to explain to you how they reach a decision they can leap over whole conceptual valleys. That is the skill in interviewing - getting them to go through all the sequential steps."

Born acknowledges that expert systems are only useful in applications where knowledge can be represented in a logical manner, as a series of rules. Indeed, many processes are not amenable to being bro-



ken down into rules and so cannot be translated into an expert system. "What these systems are not suitable for is the common sense type of area, where decisions are made intuitively," explains Born.

Although most expert systems are still used to harness existing company skills, there are a growing number which introduce outside expertise for companies wanting to move into new areas of business, particularly in the financial sector and in areas where there is a shortage of staff.

Expert systems can cut the time needed to make a decision, such as in a dealing room where speed of buying and selling is of the essence. They also work 24 hours a day, which is useful for monitoring industrial sites, they can train staff and give a second opinion.

rules - if a, b and c are true then the best action is probably d - neural networks work by example. So in a medical diagnostic system, the software is fed with a series of symptoms and associated diagnoses, and from those examples the system "learns" what diagnosis to give for which symptoms.

It was not until 1981, when Japan announced its ambitious 10-year fifth generation computer project, that European companies began to take expert systems seriously. One response to Japan's initiative was the Alvey project in the UK, under which the product formulation expert system, used by ICI, was developed.

Recognition of strange voices

TOSHIBA, the Japanese electronics group, is working on a voice recognition system that does not have to be "trained" to recognise each new speaker. The aim is to make it useable by any member of the public in automatic vending, banking and similar applications.

At a railway station in Osaka, Toshiba and the Kinki Nippon Railway Company have completed a field trial of a jointly developed prototype of such a machine, for vending railway tickets.

Masters have been simplified for the engineers because the machine has to recognise the names of 26 railway stations. After studying the voice characteristics of a representative cross section of 1,000 people, the designers were able to program the system with the reference patterns of the spoken station names. The traveller simply approaches the machine, plugs in a pre-paid, magnetic stripe card and states his or her destination. The fare is deducted from the card.

Public application of voice recognition is still in its infancy. As it develops, Toshiba expects widespread use in both public and private areas. The main advantage is that the conventional alternative, keyboards and screens, can be dispensed with.

Sensors that assist berthing

AUTRONICA, of Norway, has developed a computerised, radar-based system that assists large ships, such as oil tankers, bulk carriers and passenger liners, to berth. Quicker turnaround and less likelihood of damage to ship or jetty are the main benefits of the system, which costs about £130,000.

The berthing ship is monitored by two microwave sensors on the jetty. These send out radar pulses that are reflected from the ship's hull and received by the sensors, allowing data about the ship's motion to be extracted by a central processing unit.

This processor sends out radio signals which are picked up by a portable unit, used by the pilot on the ship's bridge. On a small liquid crystal display he is able to see forward speed, the distance in metres of bow and

stern from the jetty and the angle of the ship to the jetty. Dockside crews can view the same data on portable units. Readings are refreshed every two seconds.

On shore, the radar processing unit supplies data to a personal computer with colour screen and a printer. This allows the harbour or ship owners' office to use the data, which is recorded on disk and can be printed out.

There are already several Norwegian installations. In Britain, the system is available from Autronica Marine UK of Chester-le-Street, County Durham.

Robots pack in various shapes

IN FRANCE, Vega Automation, of Troyes, Aéroport near Paris, is offering a packaging system, with three robots, which is able to handle products of widely varying size and shape without stopping. Usually, such systems deal with only one product and have to be re-programmed or adjusted for any other.

Called Flexiline, the equipment was developed for large-scale distribution operations, where the dispatch department has to cope with a constantly changing line of outgoing products. It can deal with a variety of products at the rate of 40 boxes a minute.

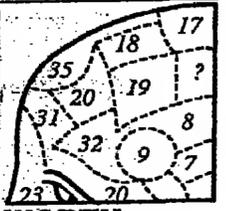
Three special types of robot are used. One folds pre-glued cardboard blanks into an open-ended box; a second loads the product into the box and a third glues down the flaps and compresses and squares them off.

Additional computer programming for a new shape can be carried out in a matter of seconds, the company claims.

Platform to float marginal fields

A FLOATING platform, which the designers say could cut construction costs by 70 to 80 per cent, is being developed by Glasgow University and Seaways Engineering of London.

Seaways Engineering, which made the original design proposals, believes that a platform for the exploitation of marginal oil and gas fields could be



WORTH WATCHING

Edited by Geoffrey Charlish

Installed for £25m, showing savings of £75m over conventional methods. This could make it worth exploiting some marginal fields.

The platform would consist of a 90 m square, 3.75 m deep upper table with a 15 m square section leg at each corner. The legs would be connected, at the bottom of the 57.5 m deep platform, by four members with cross-sectional dimensions of 15 m by 7.5 m.

The whole structure would be made up from 7.5 m hollow cubes, fabricated from 14 mm steel plate with thicker high-grade steel at the corners to combat fatigue. Up to 12,000 tonnes of equipment and accommodation could be mounted on the table.

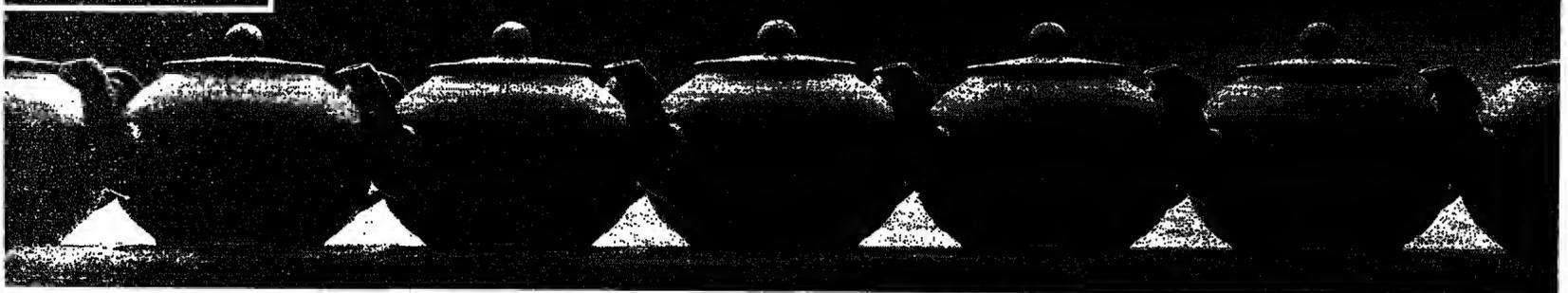
To join the cubes together, the assemblers would use the kind of automatic welding equipment common in modern shipyards. It is this approach, using just a few standard components, which would cut the cost so dramatically. No additional equipment or retraining of employees would be needed.

The Department of Naval Architecture and Ocean Engineering at Glasgow University has conducted tests and assessed the design, working with W. S. Atkins, the consulting engineers. Texas Eastern Oil and Conoco (UK) have funded most of the work.

According to the designers, the structure could find many uses, including offshore hotels and airports, desalination plants and sea-bed mineral recovery systems.

CONTACTS: Toshiba Tokyo, 467 2104, Autronica Marine UK, 091 288 7081, Vega Automation France, 2574 2671, Seaways Engineering London, 041 1250, Department of Naval Architecture, Glasgow University, UK, 041 330 4903.

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Interested applicants should write enclosing full CV, including remuneration, day and home telephone numbers to Russell C. Perry ACA, GZB-Vienna Representative Office, 36-38 Botolph Lane, London, EC3R 8DE.

COMPANY NOTICES

Republic of Portugal

FF700,000,000 Floating Rate Notes due 1995
(issued on July 24, 1987)

and
FF700,000,000 Floating Rate Notes due 1995
(second tranche issued on April 28, 1988)

In accordance with the terms and conditions of the Notes, notice is hereby given that for the interest period April 28, 1989 to July 25, 1989 the Notes will carry an interest rate of 9.0125 % p.a.

The interest payable on the relevant interest payment date, July 25, 1989 will be FF 227.82 per Note of FF 10,000 nominal and FF2,278.16 per Note of FF 100,000 nominal.

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DIVIDEND ANNOUNCEMENT

The shareholders are hereby informed that the Annual General Meeting of April 20th, 1989 has approved the payment of a dividend of
US\$ 0.02 per share

to shares subscribed and in circulation on April 20th, 1989 payable on May 2nd, 1989 against presentation of coupon no. 10. The shares are to be quoted as of April 21st, 1989.

The shareholders can cash the dividend at the following bank:

Banque Generale de Luxembourg S.A.
27, avenue Montigny
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The Board of Directors

LEGAL NOTICES

THE INSOLVENCY ACT 1986
IN BANKRUPTCY
IN THE HERTFORDSHIRE COUNTY
COURT

GORDON BAYLEY PROFILES
LIMITED

RE: MR GEORGE VAN RENDEL, of 91 Ware Road, Huddersfield, West Yorkshire.

On 7 April 1989 the above-named Court made a Bankruptcy Order against the above-named debtor.

NOTE: All debts due to the estate should be paid to me.

Dated: 21 April 1989
Signed: D E J Post
Official Receiver
Oxford House, 40 Chancery Road,
Watford WD1 5HF.

Registered number: 2294953
Nature of business: Steel profiles
Trade classification: Engineering
Date of appointment of joint administrative receiver: 17 April 1989.
Name of person appointing the joint administrative receiver: Lloyds Bank plc
HYNEL DWYWN JONES and JOSEPH PATRICK CONNOR
Joint Administrative Receiver
Office holder nos 102 and 069 of
Court Buildings, Church Hill House, Church Hill Way,
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POLAND

The Financial Times proposes to publish this survey on:

FRIDAY 26 MAY 1989

For a full editorial synopsis and advertisement details, please contact:

PATRICA SURRIDGE
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FINANCIAL TIMES
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Jeffrey Lita

ARTS

CINEMA

Trying to be funny, eh?

Professor Moriarty can do his worst but, in a week that sees his adversary on both television and the musical stage, there is no reason to suppose that Sherlock Holmes will not survive *Without a Clue*.

To be fair, the basic idea is not half bad. Watson (Ben Kingsley) is the detective but, finding that readers of *The Strand* magazine do not appreciate his notion of "The Crime Doctor," creates a more flamboyant alias. He then makes this character flesh and blood by hiring an actor (Michael Caine) to inhabit the costume and juggle clumsily with the props of his invention.

Where does pastiche turn into parody, and parody into pantomime? This pantomime is found enough but, written and directed by Americans, it stumbles under-rehearsed across a stage that is mined with British traps. There is a case of sorts. The Bank of England's printing plates have been stolen. Watson must puppeteer his drunken, womanising incompetent through the case as a challenge that leads Mr Kingsley into more eyebrow-arching than is strictly his forte, while the effortlessly elegant Mr Caine goes some distance towards redeeming the situation.

If *Without a Clue* was shown on television tonight, you would misjudge its production date by quite 25 years. This despite the fact that the editor of *The Strand* (Peter Cook), barks "Hold all called" before sequestering himself in a confessional conference with Watson, wherein the latter refers to his creation as "that wit." But the film's metaphor is spoken mid-duel by Moriarty (Paul Freeman), as Holmes continues his swordplay by thrusting a rapier blindly from behind a piece of stage scenery. "Trying to be funny, eh?"

From Australia, laden with a crop of naïf awards, comes *The Year My Voice Broke*, a haunting film written and directed by John Duigan which delves more than its initial promise of Antipodean rites of passage. It is 1962 and 15-year-old Danny has an unspoken crush on Freya (Loene Carmen) who, though only a year his senior, is already branded as the town's bad girl. Late in the film the town's guilty secret repeats itself



Kim Basinger in "My Stepmother is an Alien"

WITHOUT A CLUE
Thom Eberhardt

THE YEAR MY VOICE BROKE
John Duigan

STEALING HEAVEN
Clive Donner

JOYRIDERS
Aisling Walsh

MY STEPMOTHER IS AN ALIEN
Richard Benjamin

when Freya becomes pregnant by the local tearaway (Ben Mendelsohn). Despite a time-setting undercoat of 60s music and a top coat of contemporary film posters, *The Year My Voice Broke* evokes the 1955 *Rebel Without a Cause*, as the three friends unravel a tangled skein of parental hypocrisy and their own disappointed dreams.

Newcomer Noah Taylor, who takes the stretching role of Danny, evidences an astonishing sense of balance, walking the tightrope between child and adult before our eyes.

Stealing Heaven, the story of Abelard and Heloise, is the first venture as producers by Simon McCorkindale and Susan George. A misty Yugoslavia stands in for 12th century Paris where we first meet the 16-year-old Heloise in a convent, veiling the nuns with religious theories rude and radical enough to turn the Archbishop of Canterbury an epis-

copal purple. She is released into the care of an uncle (Dennis Elliott), a charlatan canon who tries to offload her into a marriage that will be as profitable to him as his trade in holy relics. Instead the wilful girl falls body and soul for the philosopher-teacher, and his vow of chastity waits under a weight of passion. Eating his cake and no longer having it (childbirth and castration) are the consequences of their scandalous behaviour. Abelard persuades Heloise that they should devote themselves to good works and a life apart.

Derek de Linzi's Abelard sometimes misses the anguish of betrayed ideals, but the vivacious Kim Thomson makes more of Heloise than a sketchy script has the right to ask. There are eye-rolling histrionics from Mr Elliott, but a touching performance from Mark Jax as Abelard's student, sick with unrequited love of Heloise. Clive Donner directs.

The Irish *Joyriders* is a first feature of modest promise by Aisling Walsh, who also co-wrote with Andy Smith the story on which her script is based. A battered Dublin wife (Patricia Kerrigan) falls into company with a car thief. As the mutually mistrusting pair leave the city and head for a slightly suspect rural dream, the characters expand and soften, but not to the point of sentimentality. There are detours and wrong turnings along the route (the squandering of Billie Whitelaw in a rudely truncated role is a pity), but the film completes its journey in good running order. Andrew Connolly plays the joyrider with a stillness and confidence.

The ideas in John Carpenter's undervalued *Starman* (in which a housewife falls in love with an extra-terrestrial who takes the human form of her late husband) have been plundered gracefully in *My Stepmother is an Alien*, a hit comedy that nowhere hints at the subtlety that director Richard Benjamin brought to *My Favorite Year*.

Widower Dan Aykroyd meets and marries inter-galactic visitor Kim Basinger, and his teenage daughter (Allyson Hannigan) is uncannily swift to diagnose the reasons for her stepmother's irregular behaviour. And that is all there is.

David Castell

Women Beware Women

BIRMINGHAM REPERTORY THEATRE

There are no good women in Middleton's tragedy, which probably dates from 1613. Bianca is brought on by her newly-married husband Leantio rolled up in a carpet, having eloped with her lover. She is warmly greeted by Leantio's mother; but when her husband is away and the Duke, in a passing procession, gives her the eye, she is eager to be seduced. Her mother-in-law collaborates, and so does their neighbour Livia.

Isabella, engaged to the simple but wealthy Ward, is in love with her uncle Hippolito, so Livia, his sister, tells her she is actually the bastard daughter of a Spanish nobleman, and they may love each other innocently. The Duke makes Leantio the commander of his garrison in Rouen, an appointment that seems to involve a uniform but no duties. Bianca having moved into the Court, Leantio is free for grabs, and is duly grabbed by Livia.

Isabella is not routine. The women's feelings are cunningly contrived, their emotions based more on profit than on sex, and the action progresses by way of some ingenious scenes. Livia plays chess with Leantio's mother while Bianca is being shown around the house. Her brother, and the mores are given double meanings (Middleton wrote a whole play, *A Game at Chess*, on this principle). As they play, the Duke (who here has been hidden in the trappings of an altar) begins his seduction.

In the final scene, all differences are forgotten. In a masque, Livia is representing something of the situation. A nymph loves two swains. They put their case to the marriage-goddess Juno; she picks her choice, but the

refused one raises up Slander to disgrace his rival. The parts are played by the real participants.

It ends with as many deaths as *Hamlet*, Livia, playing Juno (couching in a great plaster band, lowered from the flies) is choked by her incense; Hippolito and his brother, the Ward's guardian, are shot with cupid's poisoned arrows or spiked on Slander's caltrap. Isabella dies from the gold powder thrown down by Juno; the Duke is poisoned by the drink he had prepared for his brother the Cardinal, who had tried to prevent the Duke's marriage to Bianca.

I have called it a tragedy, but by today's standards it is a comedy-thriller, and a very enjoyable one. John Adams's production, the text judiciously cut, is handsome and exciting. The duel with Hippolito that ends Leantio's life fills the whole great stage and the galleries with which Paul Brown has equipped his vast all-in chamber. There is an assortment of furniture from the last three centuries, equally unsuitable for the duke or the modest Leantio's Mother, but handy for all.

Judy Demas is a properly ambitious Bianca. Alison Saino a more domestically selfish Isabella. Patricia Quinn's insatiable Livia is as handsome as she is appalling. Apart from the Cardinal, Leantio, ably played by Mark Jax, is the only near-respectable one of the men, unless you count the idiotic Ward, whom Joe Dixon makes hyper-klutzy, but the acting is all good, and play as like a fine blend of Jacobean drama and *Dallas*.

B.A. Young Patricia Quinn



La traviata

THEATRE ROYAL, GLASGOW

Scottish Opera can take the credit for producing Maria Esport as an opera director with the *Madama Butterfly* that she produced in Glasgow in 1987. That staging was brought to Covent Garden last autumn, where it was speedily followed by her new *Rigoletto*. Ms Esport has returned to Scotland for her third venture in Britain: the *Traviata* which opened on Tuesday is a co-production with Teatro Lirico Nacional La Zuzuela. It should be received with more modified rapture than greeted her *Butterfly*, but attract fewer strictures than *Rigoletto*.

Again she is working with the designer, Elio Frigerio (sets) and Franca Squarciapino (costumes); one recognises the familiar attention to period detail and the confident filling of the full proscenium space - sombre high-walled rooms for the parties, airy, sparkling windows and shutters for the Act 2 villa, and a death-bed lodged in the dilapidated remnants of the room in which the opera had opened, the portraits now stripped from the walls to leave faded, desolate outlines. All that is so right; but less convincing across the span of the opera is Esport's control of the drama.

In short stretches it springs vividly to life, and those spells of concentration tend to lengthen as the opera moves towards its final scene, so that can be played out with a sustained tension that is totally riveting. But important moments earlier are lost, and the first meeting of Germont père and Violetta is critically lacking in intensity. Played so flatly it gives the whole second act an uncertain centre, and provides nothing on which to pivot the remainder of the tragedy.

How any individual section is realised appears to have depended on the director's ability to construct a theatrical metaphor for each given



Nancy Gustafson

context; so "Sempre libera deggio" is provided with a startling counterpart when Violetta crushes a wine glass in her hand, while the final scene is dominated by her increasingly desperate attempts to struggle into a flaming party dress. When a supply of such images cannot be furnished, the opera begins to lose its texture; any requirement for the music and drama to be made mutually dependent, each reinforcing the other, or indeed for the characters themselves to establish conclusions, finds this production wanting.

In the programme, John Mauerci lays great emphasis on his keenness to give the score as fully as possible, with every verse of each aria restored and two full intervals to articulate the three acts. Certainly he justifies his decision; everything from a rapt prelude to the first act onwards is unfolded with careful pacing and weight. Though it is not an exciting account, the density of tone

visited upon the curtain of the second act is considerable and once again he has persuaded the Scottish Opera Orchestra to play at their very best for him, though nothing that derives from the pit can pull the drama together when things sag.

Nancy Gustafson's Violetta is understandably most persuasive when the focus is sharp; her singing is stylish and tidy always, but lacking intrinsic excitement and sometimes power. But the way in which she handles the last act, every detail fixed and pertinent, goes a long way to compensate for earlier incoherence. Jorge Piti has a convincing if scaled-down heroic timbre, but faltered disturbingly in the second act, and did not give Alfredo any kind of allure or tragic dimension. James Dietsch's Germont used what is not intrinsically an appealing voice with tact and sensitive phrasing, though he suffered from being underproduced, as if this portrayal had strayed in from another concept altogether in which everything was pared down to the central love affair.

I don't think that Esport's intention, though one cannot be quite sure, there is not much going on elsewhere on the stage, and other characters fit in and out without impressing themselves on the action at all, while the handling of the chorus is confusing, veering between carefully choreographed traffic around the stage and regimented block formation. The chance to relate Violetta to the society which fashioned her and which Frigerio could have evoked so precisely is altogether ignored. The appearance of the madrigalists is a splendidly Spanish detail (Gabriel Hernandez), when the highest overture of the evening is reserved for him, one knows something has gone awry.

Andrew Clements

The Black Prince

ALDWYCH THEATRE

A new play in the West End by Iris Murdoch: a rare, forgotten pleasure since the long-running days of *A Severed Head*, on which J B Priestley collaborated, and *The Italian Girl*. Even more so than those novels, *The Black Prince* (1973) lends itself to the stage. The loan is particularly welcome for the electrifying performance it elicits from Ian McDiarmid as Bradley Pearson, the Black Prince, Bardic Presence, perfectionist writer and tax inspector.

Here are yet more aspects of love. The world is closing down on Bradley as he tries to escape. The taxi to King's Cross coincides with a detergent ring at the door. Bradley's rival and protégé, Arnold Baffin, has brutalised his wife, Rachel. Their daughter, Julian (sic), has a crush on Bradley and wants him to help her with *Hamlet*. Bradley's sister, Priscilla, has left her husband and gone mad. Bradley's ex-wife, Christina, has turned up, and so has Bradley's disgraced doctor friend, Francis.

If indeed life is lived twice, the first time as tragedy, the second time as farce, then the theatrical compression is here a tragical farce. And a deliciously cerebral one. In the first act, doors slam, telephones ring, and Mr McDiarmid overflows with a billions-resented bordering on *Intentional* fury. The intricate entanglements that characterise all Murdoch fictions are given a sort of yelping physical dimension. But insistently, Bradley argues the cause of truth, the value of art.

He cuts a figure both touching and pathetic. In the novel, the literary analogues reside in both *Hamlet* and *Rosencrantz and Guildenstern Are Dead*. On stage, the latter is displaced by the comic equivalent of Octavian's callow lust for the Marchallin.

Instead, the blazing *Hamlet* tutorial, during which McDiarmid is literally flattered by an erotic thunderbolt, becomes the emotional lynchpin of an entertainment that wildly and cruelly dissects the indiscriminate power of obsessive love; and the relationship between action and narration, between *Hamlet* as a character and an embodiment of his creator, between Bradley as a puppet

and Bradley as our trusted navigator. These are powerful tensions in the theatre, and McDiarmid perfects a stunning graduation from hysterically nutty mania to sobbing, tear-stained victim. "We have no language in which to tell the truth about ourselves" is the most truthful thing he says all evening. Having been told of his sister's suicide, he is spurred to complete the seduction of Julian who has dressed up as *Hamlet* complete with black tights and sheep's skull.

The skull is a memento mori from the beach, and although the switch of location signals a change in temperature from the hectic to the rhapsodic, there are slight awkwardnesses of adaptation that start yurting otherwise vigorous direction and Ulit's clumpy settings cannot disguise.

The second act starts with the wonderful sight of a spooky calm between the storms. Love-smitten Bradley is being nice to everyone, a social state McDiarmid - "I am driven sane" - makes as oddly protegic as his hilariousness. His manic hospitality embraces some exceptional supporting performances. The Baffins are played by the pawky hand Simon Williams and the magnificently Howzy, bosomy Sarah Badel (an actress we see too little of, but not on this occasion). John Fortune is a treat as Francis (died, not since the novel), wrapping up the *Hamlet* connection with an avowal of Bradley's homosexuality in the cunning postscripts of disassociation. Deborah Norton is the screaming divorcee, and Norma West, an actress new to me, is outstanding as the quakingly vulnerable Priscilla. Also new is Abigail Crutenden as Julian, a second image *Strabbs* but with a far more disarming maturity of technique and expression.

This convocation of talent is further evidence of the new creative surge in the commercial sector instigated by the producer Josephine Hart. McDiarmid gives a performance which is already an indelible highlight of theatrical year: strong, brave, funny and genuinely tragic.

Michael Coveney

Cumbre Flamenco

SADLER'S WELLS

It is a tribute to the magnificent qualities of the Cumbre Flamenco troupe that, just seven months after a first visit to Sadler's Wells, a second season should be so welcome. The personnel of musicians and dancers is largely unchanged, with that divinity Carmen Cortes, the one serious loss. Replacing her is the ferociously gifted Juana Amaya, whose dances seem rarely tamed for the theatre, and tear at our emotions. By turns angular, voluptuous, she strides and carves out vivid shapes of movement, and is thrilling.

Otherwise, Angela Granados, Antonio Canales and Cristobal Reyes have returned in fine and frenzied form, ablaze with energy and temperament, and a new singer, La Toba, joins the musicians to insinuate arabesques of melody round the vibrant core of the dance. And there is, once again, the intoxication of La Chana. For

her solo *Alegrias* she bursts on stage at a run and is miraculously there, backed by her quartet of musicians. In a black dress, hair loosely gathered, she makes a few incantatory stamps. She has summoned her daemon, and the dance inhabits her. As vocalists and guitarists offer her the rhythmic basis for her art, she becomes possessed, arms curving, fingers clicking, and feet drumming, purring, striking sparks from the stage and firing our hearts.

She takes a pattern of steps and sets about embroidering them, elaborating a phrase, flinging amazing feats of virtuosity at us as she beats with one foot, or holds its spell-bound with trilling heels that move from a clarion *ferre* to a *placando* which stills the whole theatre. Goaded by her musicians and by our enthusiasm, she dares wilder and more brilliant things, impossibilities of step, cadenzas of

stamping. Towards the end of her dance she walks, holding the rose from her corsage, offering it to us - or to the spirit that has inhabited her for the extraordinary space of this solo - and we know we have been in the presence of greatness, and of something that transcends the dance itself. She is unique and marvellous.

From Antonio Canales and Cristobal Reyes performances of complete mastery, marked by those gliding shifts between complete stillness and the toughest physical actions, their bodies like Toledo blades. From Angela Granados, a *Turanto* whose charm was matched by statuesque beauty of pose. From the entire ensemble - the musician and every moment the peers of the dancers - a memorably fine evening which I recommend to every dance lover.

Clement Crisp

ARTS GUIDE

EXHIBITIONS

London
The Royal Academy. The Royal Treasury of Sweden 1590-1700. An exhibition that shows some dry and distant but is in fact a wonderful spread of riches, beautifully presented, trophies drawn from across the whole of Europe in the time of Sweden's abrupt emergence as a European power. Daily until June 18.

Paris
Grand Palais. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tue. Late opening night Wed. Ends June 25 (6288-610).
The Louvre. Les donateurs du Louvre. Aply, the newly refurbished museum inaugurates the 1,300 square metres of space created underground for temporary exhibitions by expressing gratitude for the generosity of donors throughout its existence. What would the Louvre be without Rembrandt's *Beethames*, Goya's *Mansuetude of Solana* or without the *Coliques* in the Turkish Bath by Ingres? Without the *Greco-Roman silverware* from *Boscoreale*, the towering effigy of King Amenophis IV or Cressen's 18th century *Commode* with a Monkey? Between the first gift - a 17th century Dutch genre scene *A Drooping Woman* bestowed by a young officer in 1786 and the last offering - *Saint Thomas* by Georges de La Tour purchased thanks to a public subscription

in 1988, 350 works chosen from among thousands show the substance and variety of donations. Tuesdays. Ends August 21. Entry through the Pyramid, Hall Napoleon, Niveau Accueil.

Amsterdam
Stedelijk Museum. The first major retrospective of the work of Kasimir Malevich combines loans from leading Soviet galleries with the famous holdings of the host museum. Ends May 28.
Van Gogh Museum. Prints, drawings and gouaches illuminate the work of Gauguin's followers who banded together under the name Les Nabis. Ends May 28.

Brussels
Palais des Beaux-Arts. Art Deco in Europe. Tues-Sat, closed Mon. Ends May 28.
Musées Royaux d'Art et d'Histoire. Tibet - *Texor and Magic*, sculptures and paintings of lamaist gods on loan from the Musée Guimet, Paris. Indian Ancient Civilization from Pakistan (both closed Monday and ends May 14/73 8610).
Archives Generales du Royaume. *Witches in the Netherlands, 16-17 centuries* (closed Monday).
Banque Bruxelles Lambert. *Women at the Time of the French Revolution* - daily, ends May 15.
Galerie OGER. *The Heritage of the French Revolution 1784-1814*. Daily, ends June 11.

Frankfurt
Ne Suis in Cahier, the sketchbooks of Picasso. This exhibition of 40 sketchbooks and around

200 paintings, organised by the New York-based Pace Gallery and sponsored by the American Express company, will have its second stop here in Frankfurt on the European tour. These fascinating sketchbooks, owned by Picasso's family have never been shown in public before. All styles and periods in his working life are represented here. These books cover around 70 years of his life; his start in Spain at the turn of the century, the cubist period before the First World War, and followed by the period from 1920 to 1965. Ends May 28.

Berlin
Fritz Koenig. 38 sculptures worked in iron, 70 script pictures and 80 drawings by the German artist Fritz Koenig, born in 1924, are exhibited until May 1. Akademie der Künste, Hansastrasse 10.

Frankfurt
Kunstmesse. Ludwig Erhard-Anlagen 1 (Messiegelände). Frankfurt's first international art fair from April 21 to 26 will be presented in Helmut John's newly built hall No. 1, with 205 separate galleries on two floors of the impressive building. The fair focuses on the avant-garde, but with some modern classical work. There are some not so well known works of modern art in ceramic, glass and design, and books specially created by the artists.

Cologne
Bildertret. Rheinthalen der

Kliner Messe, Messiegelände. Erhard-Anlagen 1 (Messiegelände). Johannes Gutschung and Siegfried Gohr, present "contradictions and contrasts as the essential elements of the decorative contemporary art". This exhibition is in contrast to avant-garde: it explains areas of action and attempts to provide an unprejudiced outlook on the current art scene. Approximately 1,000 works by 130 artists concentrate on art since 1980. The show should give a detailed view of different art styles, with "old classics" of modern art next to works by contemporary artists. Artists are Gilbey and George, Kasimir Malevitch, Blinky Palermo, Carl Andre, Edward Munch, Markus Luggertz, photographs Bernd and Hilla Becher, Joseph Beuys and Dadaist painter Marcel Duchamp, John Baldessari and Georg Baselitz. There are also works from William Copley's collection by Duchamp, Man Ray, Max Ernst and René Magritte. Ends July 2.

Vienna
Secession. There is always some exhibition by Austrian artists on show here. But it is also worthwhile to go downstairs and see Klimt's *Beethoven Prize*, which has been restored to its original place. The Secession home of Vienna's fin-de-siècle painters, has been wonderfully restored. The Kunsthier, a new art gallery run by the state-run Leanderebank, makes its debut with the *Leopoldine* exhibition, a *Baroque* who brought several paintings by Egon Schiele, one of the

leading lights of Vienna's fin-de-siècle, for next to nothing in the 1960s. There are some wonderful Klimt sketches and Kokoschka. Well worth catching. Ends June.

Rome
Accademia di Spagna. The Miró of Miró: More than 100 works by Joan Miró, including ceramics, drawings and watercolours and oils, which had been kept in the artist's studio in Mallorca until his death in 1983. Until June 4.

New York
Pierpont Morgan Library. Master drawings borrowed from England's oldest museum, the Teyler in Haarlem, focus on work by Michelangelo, Raphael, Gozzoli, Rembrandt and Guercino among 100 pieces from the 16th and 17th centuries. Ends April 30.
Museum of Modern Art. In advance of its arrival at London's Hayward Gallery in November, the first retrospective of the work of Andy Warhol since 1970 surveys all his work from the 1950s, covering the Campbell's Soup cans, silkscreens on canvases of Elvis, Jackie Kennedy, Marilyn Monroe and other movie stars, disaster paintings and numerous self-portraits. Ends May 2.

Washington
National Gallery. More than 180 objects from the Fitzwilliam Museum in Cambridge include paintings by Titian, Guercino, Rubens, Van Dyck and William Blake. In addition illuminated manuscripts, ceramics and bronzes show off a collection

that is considered "perhaps the finest of any eminent museum." Ends June 18.

Chicago
Art Institute. As part of a national tour, 67 rare ancient Greek and Roman bronzes, and painted terracotta trace the development of the human form in art from the tenth to the fifth centuries BC. Ends May 7.

Tokyo
National Museum. Screen Paintings of the Muromachi Period (1384-1573). The Muromachi Period corresponds to the Renaissance in Europe and much of its art was produced under the influence of Zen Buddhism and of Chinese ink painting of the Sung and Yuan dynasties. Landscape, birds and flowers are among the favourite subjects and this exhibition includes works by such masters of the genre as Sesshu and Enko Monobu. Closed Mondays.
National Museum of Western Art. Masterpieces from the Vatican. A somewhat bronze, and selection of paintings and sculptures, chosen to demonstrate the development of western art from ancient Greece to the Renaissance as well as to present the architecture of the Vatican itself. Closed Mondays.
Hara Museum. Kitashinagawa. Hara Annual IX. Recent works by ten young and upcoming Japanese artists, with a focus on using trends and developments in contemporary Japanese art. The museum was renovated recently in anticipation of its tenth anniversary. Closed Mondays.

SALEROOM

Records all the way

Sotheby's and Christie's in London have successfully marketed the fact in the last three years that they can best sell the cream of Scandinavian art, especially the creative output of the 19th century which was over looked for generations. Record price followed record price and a new genre of painting was accepted by the collecting world. This has incensed Bukowski's, the leading auction house in Stockholm, which got its own back on Tuesday by proving that the art of the North could sell just as well on home territory. It set new auction records for three of the top Scandinavian artists. A typical nude girl by Anders Zorn, emerging from a fiord with a rather apprehensive look, painted late in his life in 1883, sold for £1.1m, ensuring that he joins the select band of artists to have topped £1m. His more homely contemporary Carl Larsson, who preferred to paint his family, set a new high of £440,000 for a portrait of his daughter Lisbeth wearing her new hat while a Bruno

Liljerfors of the same era, a more challenging work of a fox stalking thrushes, sold for £240,000.

Salerooms love to claim records, the more obscure the better. Christie's was chancing its arm yesterday by asserting that the £104,500 paid for a pair of library globes was a new high for the sector. The globes, both terrestrial and celestial, were probably made in Milan in the 17th century, a pair of only five of the type known to have survived. They were copied from the maps of Mattheus Greuter and the buyer paid comfortably over the £60,000 upper estimate.

There were plenty of records for Christie's in New York on Tuesday night in a photographic sale to celebrate 150 years of the art form. A Man Ray, "Kiki Silhouette", more than doubled its estimate at £37,714 to a Japanese collector while a photomontage by the Russian El Lissitzky for £36,457.

Antony Thornicroft

FINANCIAL TIMES

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Further to go on farm costs

EUROPE'S FARM ministers have agreed this year's price package a full two months earlier than they managed last year and the year before. What is more, they have agreed to measures which do not in any important respect compromise the process, set in train by Brussels summit 14 months ago, of controlling spending on the costly common agricultural policy (CAP).

Two areas of concern stand out. It was certainly naive to expect that negotiations on farm reform could take place on the basis of the opening stand of the US Reagan Administration, which called for the abolition of all farm subsidies within 10 years. The EC made it clear that it wanted support for its farmers to be retained and the agreement struck in Geneva was on that basis.

Freeze on support

However, although the agreement restates that the longer-term objective of the Gatt parties remains the establishment of a fair and market-oriented agricultural trading system, the short-term measures agreed suggest that the EC will have to make no further reductions in support levels for at least two years. This is because the principal measure, a freeze on current support levels, is to be calculated in such a way that what the EC has already achieved under the programme of stabilisers can be counted in its favour with the Gatt.

Cereal prices

To start with, the success in keeping the EC farm budget within bounds owes too much for comfort to the accident of the rise in world cereal prices following last summer's US drought, rather than to the so-called budget stabiliser mechanisms set in train by the EC itself. The drought has effectively given Brussels a windfall, since it has lowered the export subsidies which go to make high priced EC commodities competitive in export markets. Farm spending could well threaten to get out of control again if, as is quite possible, there are record cereal harvests in the next year or two in the US and the EC.

On the broader front however, the worry is that, although the procedural logjam on agriculture in the negotiations in the General Agreement on Tariffs and Trade (Gatt) was broken in Geneva earlier this month, the prospect of a radical reform of the world's farm trade could prove

as far away as ever. The US and the farm exporting Cairns group of nations favour the instrument known as the producer subsidy equivalent drawn up by the OECD. This measures all subsidies and import restrictions of benefit to producers, expressing them as a percentage of the total price paid to the producer. The EC, by seeking to include currency and world price movements, is intent on watering this measure down. It may be too early to claim, as some expert commentators have done, that the Geneva agreement on farm reform makes it unlikely that the EC or the US will make any effective reductions in protection or subsidisation over the next few years. But there should be no illusions that a sensible deal on reforming world farm trade is round the corner. There are far too many opportunities for backsliding and complacency for that to be true.

A cold wind from below

TWO SPECTRES are haunting the leaders of the reforming Communist states of the Soviet Union, Poland and Hungary: the intelligent and the working class. The first, avid for the intellectual freedom they have never had and have now tasted, give allegiance to the most radical of reformers and threaten to outrun even these. The second spectre is usually mute. The workers have an independent voice only in Poland, where the Catholic Church preserved civil society from the fragmentation suffered elsewhere in Eastern Europe and was able to deliver workers and intellectuals to Solidarity, led by the devout Catholic electrician, Mr Lech Walesa. It was Solidarity, and its success in the yards, mines, plants and offices of Poland, which has been the largest component in the historic compromise made between party and people earlier this month. In Hungary, as Mr Imre Pozsgay, the ultra-reforming deputy Prime Minister said in London yesterday - "the anonymous masses have not spoken", leaving the field instead to the factions within the Hungarian Socialist Workers Party and the feverishly active groups of intellectuals in Budapest. But Mr Pozsgay recognised that "when people cannot tolerate any more they would burst out in rebellion". Big Brother knows these fears. Mr Mikhail Gorbachev must have felt the chill, even if it was in part refreshing, when he saw the first results of the voting in last month's elections to the new Soviet parliament.

Living standards

Some leading Communists - notably in Leningrad - could not even win seats where they had no competition. Boris Yeltsin cleaned up in Moscow on an anti-party privileges ticket which was demagogic, irresponsible and hugely popular. The pro-independence movements swept the Baltics. It was resentment over Party authoritarianism, Russian chauvinism and most of all over grim living standards. His response has been to throw out the old cards, 110 of them, who have been stacked to one side since Leonid Brezhnev died. It shows he remains

in the political ascendant, that he is capable of moving firmly but not precipitately, that he has not become bogged down or exhausted. If the new Central Committee is not yet exactly "his", it is certainly no longer a Brezhnev hangover. It has been reshaped less than two months before its most delicate question - the rights and responsibilities of the republics which constitute the Soviet Union. It is this which could most easily wreck the measured pace of reform the Soviet leader has tried to set.

Popular nationalism

If below the decades of class struggle and class "victory" which has been the official version of how Soviet society was evolving, there has been preserved a popular nationalism, then a strategy which seeks to replace communism with democracy and rights will find it hideously hard to dictate the pace of change - and may fail. Further, the very nature of the reforms embraced by all the movers and shakers of the Communist bloc - bringing in the market - will disturb and likely further impoverish many workers. Knowing this, all three - most particularly the Soviet Union - are dithering on economic reforms. Unlike the intelligentsia, the workers have little incentive to accept rights in lieu of sausages. Common to them all, too, is a much greater transparency of the political process: the tensions are easier to see. Mr Pozsgay takes his right when he repeats his view yesterday that the reformers should keep a grip on the Party, isolating the conservatives, but not allowing a political vacuum to develop as they transit towards a more democratic time.

Mr Gorbachev has not sounded nearly so democratic as Mr Pozsgay, but is now less constrained by dogmatists and more impressed by popular will. His twin spectres can drive him faster, though often in contradictory directions. He has fewer obstacles but fewer excuses. He must now cease to assume he acts in the name of the working class - and do something for it instead.

This is a good time for an intelligent teenager's guide to the trade figures. The publication of estimates for a complete quarter happily coincides with this week's Economic Viewpoint. Moreover, various distortions, such as oil disasters and threatened dock and other strikes, may from now on so distort the trade picture that this may be the last chance to review trends for some time.

My first advice to the teenager would be to forget altogether the estimate for March alone. Monthly fluctuations are so erratic that almost nothing can be learned from them.

Our teenager can get a bird's eye view of the balance of payments by looking at the first quarter's deficit - a shock annual rate - some £18bn per annum. Even quarterly movements can be quite erratic. So we need to look for possible distortions. But having done so, £18bn still seems within the right ballpark. It is smaller than in the last quarter of 1988 but larger than the £14.4bn recorded in 1988 and also forecast by the Treasury for 1989.

Our teenager should now move quickly to Table 6 in the press release. It shows annual in volume exclusive of oil and erratic items such as aircraft. Two most interesting trends immediately emerge. Export volume in the first quarter was 11 per cent above a year ago. But the deficit of import volume was still greater - 47 per cent. This is a sign of the inflationary growth of demand for which the current deficit has acted as a safety valve.

Secondly, however, in the shorter period since the last quarter of 1988, export volume has increased by 10 per cent, import volume, namely by 6 1/2 per cent compared with 3 per cent. One could make these last changes look very sensational by annualising them and inviting the Treasury Committee of the House of Commons, which made great play in its recent report with the impossibility of the officially forecast improvements in the balance of payments, to bite the dust. But that would be to reduce the level of argument.

A safer conclusion is to say that we have here some very tentative evidence of the "capacity effect" of lower home demand in releasing resources for exports at which the Committee sneered.

There is stronger evidence, however, of a slow-down in domestic demand, which fits in with other indicators that the economy may be coming off the boil. The most important other sign is the leveling off in the housing market and the CBI Survey, which shows a notable easing in capacity constraints, although at a historically high level.

It is also worth taking a squint at the unit value indices. These show that despite the still moderate increase in import prices (most of which were due to fuel), export prices rose still further. This again throws doubt on whether British industry is yet under a severe squeeze from the exchange rate or anything else, and suggests that it has ample scope to adjust to future pressures by a tougher attitude to labour costs.

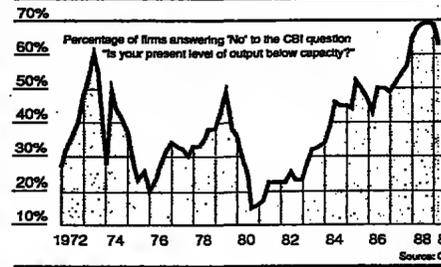
The main inflationary forces are probably now shifting from capacity constraints to labour shortages. This is suggested

ECONOMIC VIEWPOINT

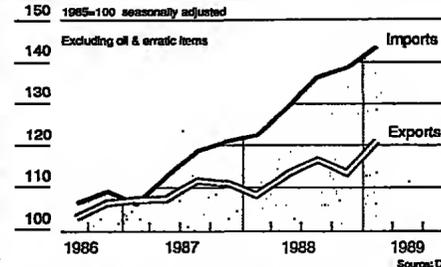
Teenager's guide to UK trade

By Samuel Brittan

Capacity utilisation



Trade volumes



both by the continued drop in unemployment and the resurgence of union militancy.

Let us suppose that the current deficit levels off at a published figure of around £10bn. This would correspond to just under 3 per cent of GDP, a percentage which would decline gradually as GDP rose. Would that be the end of the world? The Treasury Committee seems to think it would be.

Its whole analysis of Government policy stands or falls by one assertion: that of its specialist adviser, Cayna Davies of Goldman Sachs, who does not know of any major country which has run a series of current external deficits amounting to a similar percentage of GDP without meeting currency difficulties. This assertion about the past is taken by the Committee as a prediction for the future.

Even as a historical assertion, the dictum about payments deficits is highly disputable. The obvious comparison is with the US, which has run just such a series of deficits. But has it had the currency

investment last year - probably 14 per cent - which was not offset by a corresponding increase in savings.

An excessively limited range of products that the UK is unable to supply competitively, leading to bottlenecks and import surges whenever demand grows rapidly.

A rise in the exchange rate weakening competitiveness.

Nedo's own industry-by-industry approach tends to put the emphasis on the second set of factors. As for sterling, Mr Ellis says that the pound remains competitive at DM 3.20 and that there have been relatively few complaints about competitiveness in relation to Community countries. The complaints have come in relation to the dollar - where sterling appreciation has been a trend since 1985 rather than a sudden shift - and has been inside the mirror image of the dollar's own fall to more realistic levels. There is no way by which the pound and dollar can simultaneously be lower against each other.

The first Ellis explanation, the argument about the dollar, is the most fundamental. It is of course a variant of the excess demand explanation. But its unexpected increase in demand has been of a kind likely to increase future capacity and competitiveness.

Mr Ellis asked the National Economic Development Council meeting of April 5 whether it would welcome the continuation of the present upsurge of investment, even if a fraction of it continued to be financed overseas via a current account deficit. Let me try to answer.

The difference between a continuing deficit and a rising deficit is crucial here. A continuing deficit would not necessarily be a problem. A rising deficit, on the other hand, is a sign of increasing excess demand; and it is doubtful if the financial markets would finance it on tolerable terms, however virtuous its source.

It is however, extremely unlikely that investment could, should, or will continue to grow at anything like the 1988 rates. If investment grows a little, it will be financed by some moderation of consumer spending, then aggregate domestic demand growth will slow down. But it is unlikely to slow down enough to eliminate or perhaps even reduce the deficit very much by 1990, 1992, or some such magic date.

The development should only be that the deficit would be a better balance between investment and consumption than in most of the last decade, and so long as the overseas sector financed a stable current deficit (which would be declining slightly as a proportion of GDP) at a non-appreciating exchange rate, inflation too would be under control. Over the years more of the deficit would be devoted to interest payments and less to paying for imports. But in the meanwhile British industry would have been re-equipped.

In the end there will always be a balance between countries with savings surpluses to others where the rate of return on new equipment exceeds the real rate of interest - a healthy trend which will never be understood by those in the grip of mercantilist doctrine.

The very large increase in

BOOK REVIEW

No one is in charge

Translating Shakespeare into Japanese is not easy. But it can be positively alarming to render the Japanese back into English.

THE ENIGMA OF JAPANESE POWER By Karel van Wolferen Maccollin £16.95

Thus the opening lines of the soliloquy in Hamlet come out as: "It is, it isn't, what is it?" Which would have made an excellent title for this most thoughtful of books. For whereas most essays on modern Japan, including some good ones, focus on conspiracy theories of one form or another, Mr van Wolferen goes an important stage further.

Indeed, his work may be seen either as a complex exposition of the anti-conspiracy thesis, or as an even more devious exercise, the ultimate conspiracy theory, for which, in the author's words, the argument runs as follows:

"Statecraft in Japan is quite different from in Europe, the Americas and most of contemporary Asia. For centuries it has entailed a balance between semi-autonomous groups that share in power. Today, the most powerful groups include certain ministry officials, some political cliques and clusters of bureaucratic-businessmen. There are many lesser ones, such as the agricultural co-operatives, the police, the press and gangsters."

This much is unexceptional. What makes the Japanese system so different from others, so frustrating to deal with and this book such an excellent read is the author's fundamental contention that "no-one is ultimately in charge". Each endowed with discretionary powers that undermine the authority of the state (but are not represented by any central body that rules the roost).

At this point the foreign unbeliever might well pause. Surely he have been told over the years that Japan has a mastermind, fed on sushi and green tea in some basement of the Ministry of International Trade and Industry, designing ever widening quality circles. In any case, have we not seen, only this week, the Prime Minister of Japan announce his intention to resign to take "responsibility" for the Recruit scandal?

It is precisely these logical Western questions which, Mr van Wolferen contends, allows Japan to get away with it. Take, for example, the Maekawa report on restructuring the Japanese economy, produced with such fanfare, and to such foreign applause, in 1985-86. Mr Nakasone, then Prime Minister, did take responsibility for it (not surprisingly, since he commissioned it). But at precisely the time he was presenting it to Washington, his party and hushocracy in Tokyo were, unmentioned by a wider world which thought a Japanese prime minister had real power, disowning it left, right and centre. It has since withered on the vine.

Not that the author, a Dutch

journalist who has lived in and around Tokyo for over 25 years, necessarily believes that this is a deliberate or conscious plot by the Japanese to pull the wool over the eyes of the Western competition. Indeed, the overwhelming strength of his analysis, because they do believe themselves to be unique. Centuries of isolation may have induced an attitude to the outside world which is rather different. But a serious analysis of the Japanese power structure suggests that Japan has not reinvented the wheel for itself.

At this point, even the Japanese might balk at the analysis, because they do believe themselves to be unique. Centuries of isolation may have induced an attitude to the outside world which is rather different. But a serious analysis of the Japanese power structure suggests that Japan has not reinvented the wheel for itself.

Yet the system has been artificial in the extreme at containing dissent and thus retaining power. Rather than crushing nascent consumerism outright, the agricultural lobby co-opted it; rather than banning trade unions, the big companies incorporated them; rather than suppressing the press, the establishment adopted it. To the extraordinary and the point that only one newspaper ever reported the turmoil of China's cultural revolution because news of it might harm budding Sino-Japanese relations (the exception only acted as it did because it was part of the Taiwan lobby).

Nowhere is Mr van Wolferen's expertise better displayed than in his analysis of Japanese politics. If he has a hero, then it is Kakuei Tanaka, because he was an outsider who beat the system at its own game. He did not win every battle, since he was forced to resign as Prime Minister for being too free with his largesse and was later convicted in the Lockheed affair. But against these defeats must be set the fact that he built up his machine after leaving office to the point that he determined the political succession for a decade, and, albeit indirectly, may yet again.

This book works because it is serious (even scholarly), well informed and, above all, objective. Would that it were widely read in Japan, even in translation.

Jurek Martin

An historic share offer

The bishop and dean of Hereford Cathedral may have just taken the most adventurous step of becoming directors of a public company, but they certainly do not see this as a venture into the realms of capitalism. "I don't think we're selling anything at all, more inviting people to give," insisted the Rt Rev John Eastangh, the Lord Bishop, yesterday as he launched the public offer to subscribe for at least £2.8m, and up to £7.45m, worth of shares in Mappa Mundi plc, whose only asset will be Hereford Cathedral's famous medieval map.

Nevertheless, would-be investors in the company, dreamed up as a more palatable solution to the Cathedral's funding crisis than the desperate measure of putting the thirteenth century treasure under the hammer at Sotheby's, need not be without hope of monetary gain although there will be no dividend for the first year at least. Clearly, anybody aiming to make a killing out of a takeover bid need not apply. A Cathedral Trust will control a majority of the shares and also administer a "master share" conferring the right to prevent the map being removed from Hereford.

However, the sale value of the share certificates - high quality half-sized facsimiles of the map, individually signed and sealed by the bishop and dean - may well turn out to be greater than the offer price of £1,000. There is also the prospect of income arising from the proceeds of exploitation of the marketing rights to the map. At the least, investors need not fear that the rarity of the certificates will be diluted by further issues, for Mappa Mundi plc has given assurances the 7,450 certificates will not be reproduced. But since they are unlisted, and there

OBSERVER



"The baked beans have a half life of 75 years."

are no dealing arrangements, they will hardly be liquid. Whatever the uncertainties around 200 people have already expressed interest in investing so the offer at the moment seems set for success. Applications for the subscription, which opens next Wednesday, are available from Lloyds Bank.

Force feeding

Health food has begun to make its inroads into the bastion of chicken curry and "compo" rations that is the British Army. An Army cookery contest being held at Aldershot today will include for the first time a "healthy eating competition" among its six classes. The contest, which will be attended by the Duchess of Kent, is held every two years. It will feature 90 finalists selected from preliminary rounds held in units and garrisons throughout the UK. West Germany and Cyprus. There will be, as usual, a chef of the year, a "cook and serve" competition, a hospital team contest

Aux armes

The French are determined, as only the French can be, to ensure that the climax of bicentenary celebrations commemorating the storming of the Bastille will be both stylish and extravagant. In just two hours on July 14, Bastille Day, a \$17m spectacle will unfold, the British offering including some suitably ineluctable weather in the form of artificial fog to shroud a pipe band. The high note will be provided by Jean Norman, the spian-tid US soprano, who will lead the singing of La Marseillaise in the Place de la Concorde.

Forced out

Real, as opposed to imagined, statistics about the world's 14m refugees, 40 per cent of whom are Afghan, help dispel the myth that they are mainly opportunists hoping to get on the West to improve their lowly economic lot. More than 90 per cent are indeed from the third world but more than 95 per cent seek asylum within that third world; only 1 per cent is accepted for resettlement in third countries.

Purrestroika

Purrestroika reached the animal kingdom yesterday when a British and a Russian cat club got together in London. Disaster nearly struck when the British Embassy in Moscow withheld visas for the trip because, according to one of the Russian party, "they didn't believe we were going to do what we said we were going to do." Intervention by a cat lover at the British Foreign Office saved the day although the Russians were without their leader, Mrs Olga Frolova, who was in a Moscow hospital instead. She had tripped over a cat and broken a leg.

Extelligence

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Of all the comments made about the National Health Service since the Government published its proposed reforms in January, none is more memorable than the "wallet" remark.

"I do wish that the more suspicious of our GPs would stop feeling nervous for their wallets every time I mention the word reform," said Mr Kenneth Clarke, Health Secretary, to family doctors last month.

With this remark, Mr Clarke joined a tradition of political frustration with the medical profession shared by David Lloyd George, in the early years of the century, and Aneurin Bevan, the Labour Minister of Health who introduced the NHS after the Second World War.

Both his predecessors ended up by compromising with the doctors in order to get their reforms through. Will Mr Clarke have to do the same, to overcome the doctors' opposition to his White Paper, Working for Patients?

Dr John Marks, chairman of the BMA Council, who began his career on the day the NHS was founded, fiercely rejects Government suggestions that doctors' opposition to the white paper is motivated by the possible impact on their wallets. "I object to a fairly respected profession being vilified because we are the only people prepared to stop and think," Mr Clarke says we have a vested interest in fact we have no axe to grind. Doctors will make a living whatever the system. Our concern is for patients."

The BMA and other medical organisations fear that the Government's proposals would undermine the concept of a truly national health service with comprehensive and common standards of care in all parts of the country. Critics say it would shift the emphasis of health care from quality to cost, and introduce the worst commercial aspects of the US system into British medicine.

The BMA is currently fighting to get its message across to patients through millions of leaflets and posters carrying the slogans "An SOS for the NHS" and "The National Health Service urgently needs your help."

Mr Clarke has taken angry issue with BMA claims that the Government is threatening to force doctors to limit the costs of medicines they can prescribe and send patients to hospitals where treatment is cheapest. The BMS says all its claims are justified by the white paper and its accompanying working papers.

At this point, the argument quickly runs into the sands -

Alan Pike on the British Medical Association's reaction to the Government's proposed reforms



Doctors resist the prescription

The Government's papers are unambiguous on many points of detail and this is undoubtedly helping critics, who are filling in some of the details for themselves.

Mr Clarke continues to display a cheerful determination to implement his reforms. He is probably at his most exposed when he faces attacks on his timing. The Government want the basis of its new look NHS in place by 1991. This is seen in the NHS as a remarkably ambitious target.

Today, a special conference of the BMA's local medical committees, representing GPs, will meet to consider the white paper and the new contracts which Mr Clarke is trying to negotiate with family doctors. Almost all the motions on the long agenda are hostile. The contract negotiations and the white paper are theoretically separate issues. But many of the things Mr Clarke is trying to achieve in the negotiations - like increasing the proportion of GPs' income which is determined by the number of patients on this list - are ambitions of the white paper.

The BMA has a complex structure under which its specialist committees represent all doctors whether they are mem-

bers of the association or not. But more than three-quarters of Britain's doctors are subscribing members.

A professional association with a long history, the BMA only became a trade union because of legal changes in the 1970s. Members of the Government suspect that BMA activists have been behaving too much like conventional trade union leaders, organising opposition that is not shared by most of their members. This is, however, proving a difficult argument for the Government to sustain.

The council of the Royal College of General Practitioners (RCGP), which is responsible for maintaining professional standards among family doctors, almost unanimously rejected the proposals last week. It was at the RCGP annual dinner that Mr Clarke made the "wallet" remark.

A statement of opposition to the white paper from the college was wide-ranging and on similar lines to the BMA's criticisms. It accused the Government of trying to change the health service "on a hunch" and said the white paper, if implemented as proposed, would severely damage patient care and the doctor-patient relationship. Similar messages have been heard by ministers this month, as they have addressed meetings of doctors around the country.

Dr John Jenkin, chairman of the Hertfordshire local medical committee, chaired a meeting of about 150 GPs from the county which was addressed by Mr David Mellor, Health Minister. "The reaction from the audience after the minister had spoken was polite but hostile. The meeting was unreservedly against him," he says.

"I am not pretending that there may not be a few doctors who will volunteer to co-operate with the Government. If Mr Clarke dangles a bigger and bigger pot of gold he will undoubtedly get some volunteers. But that doesn't mean people agree with his ideas."

The Joint Consultants Committee (JCC), which brings together bodies representing hospital doctors and the royal medical colleges, is also critical of the proposals. A number of the colleges are now, like the RCGP, producing individual reactions, but this exercise looks unlikely to throw up any significant crack in the opposition.

Provided Mr Clarke fulfils legal formalities on consulta-

tion he has powers to impose new contracts on GPs - although there will be calls at today's BMA conference for sanctions, including mass resignation from the NHS, if he tries.

Health authorities have been asked to identify potential self-governing hospitals by early next month. Some health service managers are genuinely enthusiastic about self-government. Less enthusiastic managers, remembering that they are on short-term contracts, are performance related pay, are likely to express their reservations in a more muted way than the doctors.

So the Government can, if it keeps its political nerve, press ahead with key aspects of its proposed reforms with or without the support of the doctors - although one of the conditions ministers have set themselves for granting self-governing status to hospitals is that "senior professional staff, especially consultants, must be involved in the management of the hospital."

Some consultants, like managers, will take the pragmatic view that if the changes are going to happen they may as well co-operate, in the hope that early volunteers will get more generous financial treatment than later converts. But if enough consultants refuse to take part in hospital management and campaigning publicly against their hospitals becoming self-governing, the Government would face a number of highly-publicised local protest campaigns lasting many months.

Many doctors believe their opposition to the reforms is already making an impact where it matters - with patients and Conservative backbenchers. But, given that no amount of opposition is likely to lead to the Government simply tearing up its plans, what would a 1989 version of the doctors' earlier resistance with Lloyd George and Bevan look like?

"Mr Clarke has got to slow down," says Dr Marks. "He must produce properly worked-through plans and he must conduct pilot studies, because otherwise this might destroy the whole health service."

"He says he cannot have pilot studies because they are a way of slowing things down. Too true. You wouldn't run a business the way he is doing this. If he slows down, really consults the profession, and has proper pilot studies we will not have won, but the health service will have won. Otherwise the NHS, the doctors and, I believe, the Government will all lose."

An eerie calm amid Beirut's shelling

Britain's ambassador to Lebanon describes daily life in the beleaguered city

The last two months in Lebanon have produced incessant drama. On February 14, the embassy was in the thick of fighting between the Lebanese army and the Christian Lebanese forces militia. We have a fine collection of twisted rocket fins and shrapnel, and a few holes in our walls and in one or two embassy vehicles to remind us.

On March 14 fighting broke out between the Lebanese army on the one hand and Moleem militias and the Syrian army on the other. It has continued virtually non-stop ever since, though a fragile ceasefire has now reduced the level of shelling to a few, routine and desultory rounds each day. At times the intensity of shelling reached levels unprecedented even for Lebanon. We came out of it lightly, with only very superficial damage.

Other embassies in more sensitive parts of the city near the presidential palace suffered more heavily, and the Spanish ambassador was killed.

I find living and working in such circumstances difficult to describe. Certainly our experiences cannot compare with those of thousands of Beirutis who have spent most of the last two months cowering under whatever shelter they could find. Life for them has become a matter of sitting out one bombardment after another with hurried forays for food, water and other necessities in the intervals. An added difficulty for all of us is that there has been no regular pattern to the shelling.

Those who have suffered most are mothers with young children, the elderly and infirm, doctors, nurses - anyone whose life requires a high degree of order and stability. It is hardly surprising that many people should have decided to leave from both parts of the city. One young English wife of a Beirut neurosurgeon told me that after three weeks of crowded, noisy shelter life with four children under 14 she had had enough.

After successive, usually sleepless nights in a crowded and stuffy shelter the ordinary Lebanese is not capable of much beyond the hurried daily round of buying provisions,

sweeping up broken glass, doing running repairs, strengthening the protective screen of concrete block or sandbags around the house. All this has to be done as quickly as possible.

Normally there are a few brief hours of morning activity before the shops close, streets empty and life returns underground. Once that has happened an almost eerie calm settles on the city. From our vantage point on the hills above it one can see no vestige of movement.

A Lebanese's most prized asset during these days is his sixth sense, his instinct for survival. After 14 years of inter-communal warfare and foreign invasion the Beirutis have

in a convenient cellar or basement or a space in an underground car park. Some people prefer to take refuge in corridors, others in bathrooms.

The habit of gearing everything to shelling persists even into relatively lengthy periods of calm such as the city has experienced over the last few days. Paradoxically it is almost more wearing than shelling itself.

The effect on our private life has been cataleptic. One's few moments of relaxation have normally been spent in a stupor of inactivity. Even listening to music has been impossible. In my own case the only effective antidote to the present situation has been P.G. Wodehouse's comic novel *Life at Blandings*. The friend who left it behind some weeks ago can have little idea of the treasure she accidentally bestowed.

It is impossible to say with any certainty how long the present situation can persist. The Lebanese themselves say that it is by far the worst they have experienced in 14 years. This may simply be the effect of attrition. But all land routes in and out of the Christian enclave remain closed, and the sea route is tenuous at best. The general air is one of resignation. Beneath their jocose pleasantries people are very tense and apprehensive.

Any normal diplomatic activity has obviously been out of the question. Our main concern has been to assure ourselves that members of the British community are safe even if at times this has only been possible by proxy, and to report on and analyse the situation as accurately as possible. With the anniversaries of John McCarthy and Brian Keenan occurring a few days ago, the well-being of all our hostages has also been very much on our minds. There have been occasions, with no movement possible, no local staff available, local communications almost non-existent, the Lebanese atombomb, the city void and the noise of shelling dominating all, when we have felt as if we were living in a world apart.

Shelling is extraordinarily disorientating

developed a hair trigger sensitivity to any shift for the worse in the local atmosphere, imperceptible to the rest of us. Our local staff will suggest, almost casually, that they should be allowed to return home at 11am. Heavy shelling will almost certainly have started by 3pm.

For everyone life inevitably takes on a hand to mouth quality. There can be no question of a settled routine, though it is important to try to maintain one. Shelling is extraordinarily disorientating: noise, vibration, the constant subconscious alertness for it to restart and the habit of tense expectation requires a major effort of will.

Obviously there is an awareness of risk and danger, but it is not my impression that any of us are much inclined to dwell on the subject. We take sensible precautions and leave it at that. In the embassy itself we have a solid cellar reinforced with sandbags. The staff shelter in the basements of their apartment blocks when at home.

Some shelters are *grande luxe*, equipped with every imaginable (and some unimaginable) comfort. More generally they consist of a mattress and couple of blankets, small stove, provisions and water container

Allan Ramsay

LETTERS

The weakness of UK manufacturing

From Mr Doug Henderson MP.

Sir, Yesterday's trade figures are a cruel reminder of the fundamental weakness of our manufacturing industry.

In defence of their so-called "economic miracle" the Government again reeled out the figures on improved British productivity. But this indicator is a totally inadequate test in competitiveness. It only reflects the improved use of labour applied largely to an existing capital stock.

Competitiveness is not a theoretical concept. It is surely a measure of a nation's ability to improve its output and its share of world economic activity. In any major advanced economy the performance of manufacturing industry must be a critical test.

Other indicators suggest our "economic miracle" has yet to happen.

Output in manufacturing has only marginally increased since 1979 and is still below the 1979 level. Investment in training and research and development compares dismally with our European competitors stands at

near 40 per cent and is increasing in the manufacturing sector.

Even in the industries which the Government believes illustrate success - like chemicals and aerospace - the statistics belie the claim. The trade surplus in chemicals has only improved from £1,183m in 1979 to £2,188m in 1987. In transport equipment (which includes aerospace) the surplus has only improved from £453m to £2,266m.

These figures contrast with a massive and increasing deficit of over £600m in vehicles, over £3,000m in textiles and clothing, and of nearly £4,000m in electronics (all expressed in current prices). And the Engineering Employers Federation has predicted that a trade deficit in mechanical engineering will occur this year for the first time ever.

Industrialists attribute much of our failure to compete to the level of the exchange rate. Undoubtedly this is a major factor. But I believe that those same industrialists privately acknowledge that the supply-side miracle is largely a mirage. They know that our training and R&D shortcomings have left us lagging in the applica-

tion of new technology, product design and customer service - as is clearly the case in the car industry. They know that improving labour productivity, though a necessary condition for manufacturing growth, is not a sufficient condition. And, they also know that the required changes in structure in industries such as electronics and textiles has not taken place.

I agree with those who acknowledge the importance of change in both the demand and supply-side of our economy. Clearly, stimulating demand in the absence of real change to the supply side - as has happened in the last two years - is highly damaging to our economy. For, as many products and services are no longer available in the UK, all that happens is that both final goods and components are shipped in from overseas.

If a failure to make real change on the supply side is combined with a continuation of the present policies on exchange and interest rates, there will be no respite for our trading difficulties.

Doug Henderson,
House of Commons,
Westminster, SW1

Global concept

From Mr Gerry Pocock.

Sir, The concept of sustainable development has an even wider significance than that described by Tim Cooper ("Twinning economics and ecology," April 18), though I agree very much with what he writes about the need to bring economic policy and environmental policy together.

Sustainable development is, above all, a global concept and it makes little sense if confined to a national or even regional setting.

The Brundtland report, to which Mr Cooper refers, describes a sustainable development as containing two concepts: "the concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given, and the idea of limitations imposed by the state of technology and social organisation on the environment's ability to meet present and future needs."

Sustainable development therefore calls for a far-reaching change in international relations and sharing of the wealth.

Gerry Pocock,
Communist Party of Great Britain,
16 St John Street, EC1

UK political focus on the EC

From Mr Daniel Maylan.

Sir, Few things are more powerful in captivating the mind of a political commentator than an idea whose time has been and gone.

Hence, with exquisite mistiming, Mr Joe Rogaly (April 21) urges Mr Neil Kinnock, the Labour Party leader, to take on the mantle of British leadership of the EC into the 1990s.

Underlying his argument is the stale assumption that it is only by urging Europe on to ever more intimate unity that one exercises leadership. To promote an alternative vision, as Mrs Thatcher does, is not to lead but to fall charitably behind.

In fact, Mrs Thatcher's advancement of a European concert - which is at the same time both more attuned to Britain's historical experience, and more practicable to achieve than the stuff about "aspirations, dreams and the advancement of a common civilisation" that Mr Rogaly would dearly like to hear from

The SIB could be more flexible

From Ms Anne Mothersill.

Sir, The Securities and Investments Board (SIB) appears to be sticking to the letter of the law in interpreting the Financial Services Act (FSA), with no regard for equity.

Take the attempted regulation of offshore umbrella funds. The FSA allows companies in designated territories to obtain authorisation to market their funds in the UK by applying under Section 87 of the Act. Section 87, however, requires the company concerned to comply with rules laid down by the authorities in the designated territory concerned.

In the case of Jersey, the rules insist on a bid and offer spread. In other words, no recognition is given to the recent development of operating on single pricing - the practice of some leading companies in the investment field.

Single pricing is no obstacle to recognition of companies based in Luxembourg. Yet the longest established, largest and

most reputable of all umbrella funds, Gartmore Capital Strategy Fund, with more than £170m under management, relying on an annual management fee of 1 per cent to cover both its profits and expenses, is in danger of being unable to advertise, for the sole reason that it does not want to over-charge investors. While Gartmore can apply for authorisation under Section 88 of the Act (a route intended for companies in non-designated territories), this route would cost the company and, indirectly, the investors, in the region of £50,000. Can the SIB be a bit more flexible in the treatment of companies in designated territories, so that these are judged on their merits and allowed to use the Section 87 route, even though they may not comply with every detail of local legislation? Anne Mothersill, Mothersill (Financial Services), Moortlands, Moor Lane, Menston, West Yorkshire

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F C Hawkins Esq
The Hive
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Wessex BB1 5B2

27 April 1989

Dear Fred

What a shems about the car: I do agree, thassa plastic cones can be very deceptive, although the fact that you were feeding that betting slip through the fax machine on your car phone at the time may have to come up in court.

Fortunately though, our new Light Rapid Transport System should solve your problems in a year or so. When it's all completed, it'll get you from one end of the area to the other before you can say Central Manchester Development Corporation.

On the subject of transport, I recently left Brussels at 11.15 a.m. and was back in my office well in time for a 12.15 p.m. meeting (Viva la time difference!). Landing back at Manchester Airport, amongst the jumbo jets from Europe, East and America, reminded me about the many international destinations 150 in 35 countries - that are now served from Manchester. Airlines are queuing up to use our airport.

For those who prefer to drive, during my 20 minute taxi journey back to Churchgate House I counted no less than six different motorways indicated on signs, all running in close proximity to the City Centre. There aren't many cities who can claim that sort of service by road. The inter-city train services from Piccadilly station mean that Manchester can also provide fast rail transport to destinations throughout the country.

It just shows you, if you head yourself up here you wouldn't need that gas-guzzling helicopter of yours!

Yours ever
Jimmy
James Griston
Chairman

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FINANCIAL TIMES

Thursday April 27 1989

TROLLOPE & COLLS MANAGEMENT CONTRACTING DESIGN & CONSTRUCT 01-689 2266

Boeing wins record \$15bn order

By Michael Donne in Chicago

BOEING, the world's biggest jet aircraft builder, has won its largest individual order yet - for a total of 370 aircraft worth \$15.74bn - from United Air Lines.

60 more on option, and 120 twin-engine short to medium-range type 737s on firm contract, with another 130 on option.

announced firm orders for 499 jets worth \$36.8bn, compared with a total of 636 new aircraft ordered in 1988, worth about \$30bn.

earlier this year of failures in quality of some aircraft coming off the production lines.

UK conflict over plan for £1bn investment in Saudi

By Andrew Gowers in London

SERIOUS differences have emerged between British government departments over handling of a £1bn-plus (\$1.7bn) investment programme in Saudi Arabia

The Foreign Office and the Department of Trade and Industry are understood to have become concerned at the Ministry of Defence's approach to the offset investment programme and at the secrecy surrounding the operation.

The offset programme is an industrial collaboration plan under which the two Governments have undertaken to help British and Saudi companies together in economically viable joint ventures.

The subject is expected to be raised by Prince Sultan bin Abdul Aziz, Saudi Defence Minister, when he visits London for talks with Prime Minister Margaret Thatcher next month.

US makes plans for intervention

Continued from Page 1

"No one wants to re-open the debate on the Treaty," said a senior official. "It would not be in our interests domestically or internationally. Therefore, there is a limited time frame for getting this matter resolved."

A second constraint is that at the end of September Mr Eric Arturo Delvalle's term as Panama's elected President finishes.

Mr Delvalle, elected in 1985, was ousted as President last year by Gen Noriega but is regarded as head of state by the US.

THE LEX COLUMN Gold Fields down but not out

The distance between Minorco and its target has shortened appreciably, but still could prove too far.

Even though the rules clearly favour the bank, it is probably less than the moral majority needed to persuade Gold Fields to abandon its US court action.

The first hurdle is to persuade the Takeover Panel to grant an extension to the bid. Even though the rules clearly say 21 days, Minorco answers for over half the shares, and can argue plausibly that the tactics being employed by Gold Fields are of the spoiling variety.

Secondly, Gold Fields shareholders must vote to oust their board, in order to get the US action dropped. But as Minorco does not own the shares, it must go through the chancy business of getting proxies.

The pessimists will argue that the trade figures are by now beside the point: that it is inflation which really matters, and that if that is still on the way up, higher base rates are the only weapon which Mr Lawson has.

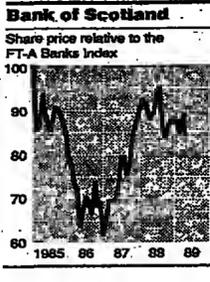
Trade figures

The immediate inference from yesterday's UK trade figures is that Mr Lawson has bought himself another month.

It might be all he needs. It is now five months since base rates went to 13 per cent, and some of the more punishing effects must be coming through.

British business leaders, supported by the Foreign Office and the DTI, want the Government to be more active in encouraging companies to participate in the programme and in demonstrating official commitment to making it work.

Yesterday's events should finally convince the market that RHM's bid for Goodman Fielder is not merely a negotiating tactic. It is not just that RHM has gone ahead in pushing its holding in Goodman to the 14.9 per cent limit: that, after all, could still be a means of forcing some kind of swap for Goodman's holding in RHM.



Share price relative to the FT-A Banks Index

are now facing an April hit of £100 a month on average. In the money markets, the betting is now on rates staying at this present level, subject to any funny business on the foreign exchanges; and the Bank of England has let it be known that speculation against sterling will be viewed with a hostile eye.

The trade figures themselves, needless to say, were fairly depressing. But taking out erratic elements, import volume seems to have levelled out, while exports were up by nearly 2 per cent.

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RHM/Goodman

Continued from Page 1

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But without jumping to unfair conclusions about US intentions, it is hard to see why the share should not continue to deserve their current 30 per cent premium to the sector's prospective rating. True, a hard UK landing would be hardest of all on them; but there is little enough sign of that yet.

Senior Takeshita aide commits suicide

By Stefan Wagstyl in Tokyo

JAPAN'S Recruit scandal turned from political crisis to personal tragedy yesterday when the Prime Minister's most senior aide killed himself.

Mr Ihei Aoki, who had been with Mr Noboru Takeshita for 30 years, was found dead at his home in Tokyo one day after the Prime Minister announced his intention to resign over his involvement in the Recruit affair.

It was widely believed that Mr Aoki felt responsible for his master's disgrace because he supervised Mr Takeshita's political fund-raising - including the collection of contributions from Recruit, the business information company at the centre of the scandal.

Mr Takeshita received the news at the funeral of a former Diet (parliament) member. He was visibly stunned - Japanese newspapers ran a picture of the Prime Minister sitting among rows of mourners with his head deeply bowed.

Mr Aoki, 55, was intimately familiar with the Prime Minister's links with Recruit, which tried to buy influence by distributing shares and cash to influential people, including politicians.

When Recruit sold cut-price stock in its affiliate Recruit Cosmos, 2,000 shares for Mr Takeshita were bought in Mr Aoki's name.

But the LDP appeared to be steeling itself to ignore a tradition that budgets are fixed by consensus and railroad the bill through the Diet in the next week or two.

Loyalty that lasts unto the grave

Stefan Wagstyl looks at a variation on an age-old Japanese theme

THE death of Mr Ihei Aoki, former secretary of Mr Noboru Takeshita, the Japanese Prime Minister, is a modern variation on an age-old Japanese theme.

The tradition of servants taking their lives for the sake of their masters is etched on the mind of every Japanese.

Thousands of people every year visit Sengaku temple in the centre of Tokyo which is dedicated to 47 ronin (samurai) who killed themselves in 1703 after avenging the wrongful death of their lord.

Nearly in Nigizaka there is a shrine to General Maresuke Nogi who committed suicide in 1912 on the day of the state funeral of the Emperor Meiji, because he believed his master's death removed his reason for living.

Since the Second World War, 23 people known to have been involved in political and financial scandals have killed themselves - unable to take the strain of the dramas in which they became involved.

In 1968, a son of the president of Nittsu, a transport conglomerate, jumped out of the window of the public prosecutor's office as he was being questioned about alleged bribery.

In the most famous case in 1976, Mr Masanori Kasahara, a 42-year-old chauffeur, gassed himself in his car to avoid being questioned about the activities of his master, Mr Kakuei Tanaka, the former Prime Minister, in connection with the Lockheed affair.

Delors renews EMS debate

Continued from Page 1

The argument is that if Britain stays outside the ERM, it will simply be by-passed by the other EC states, which will press ahead regardless with greater monetary and economic coordination.

One immediate concern is that President Francois Mitterrand of France will decide in July, when France takes over the EC presidency, to convene an intergovernmental conference to discuss the implementation of the first stage of the Delors report.

One of Mr Lawson's colleagues voiced concern yesterday that Mrs Thatcher's opposition to any move in the direction of the EMS would threaten isolation within Europe.

What is less clear is whether Mr Lawson wants to press the issue with Mrs Thatcher, and whether she could anyway be persuaded to change her view.

Although the Chancellor can find several allies within the Cabinet, there remains a strong body of opinion within the Conservative party which favours keeping Britain outside the EMS.

Yesterday, the right-wing No Turning Back Group of Conservative MPs, issued a new study which said that the EMS was "no less synthetic and of no more benefit than the imposition of exchange controls."

Sir Alan Walters, who returns next month as Mrs Thatcher's economic adviser, is also expected to reinforce her antagonism to membership.

European cement producers raided

Continued from Page 1

Illicitly carving up the market for soda ash, widely used in glassmaking. Any kind of agreement to fix prices and share markets or sources of supply is banned by Article 85 of the Treaty of Rome, the EC's constitution.

The Commission inspectors are believed to have found clear evidence of price co-ordination between the four countries, as well as a near total absence of cement trading between West Germany and France, suggesting that those

markets might be artificially isolated.

If Brussels finds its suspicions of a cement cartel are justified, it can unilaterally impose heavy fines, in theory up to 10 per cent of the companies' annual turnover. Usually, the fines are less than that, though still substantial.

Last year, the Commission charged 23 chemicals companies a record Ecu60m (\$67.2m) for running a cartel in PVC and plastic film.

Commission officials expect to take up to 18 months to conclude the cement investigation, which could easily widen to the companies not caught in the dawn raid, if previous investigations are any guide.

The Brussels authorities will not be drawn on the source of their suspicions. However, the cement industry's biggest customers - and hence those most likely to object to artificially high prices - are producers of pre-cast and ready mixed concrete.

Table with columns for location, temperature, and weather conditions. Includes cities like Accra, Addis Ababa, Amsterdam, Athens, etc.

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FINANCIAL TIMES

COMPANIES & MARKETS

Thursday April 27 1989

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INSIDE

Nestlé acquires a foreign flavour

Foreigners have moved quickly to take a bite of Nestlé following last November's decision to open the company's registered stock to foreign ownership. They now hold between 20 and 25 per cent of Nestlé's registered shares, Mr Helmut Maucher (left), managing director of the Swiss foods multinational, said yesterday. He expected the trend towards greater foreign ownership to continue, but stressed the board's intention of retaining the essentially Swiss character of the group. William Dulforce reports. Page 22.

Trouble in the Cotton Club

Not long ago cotton was king in Egypt. The variety of the crop grown by the Egyptians was considered the best in the world and became the country's main foreign exchange earner. High prices gave farmers real incentives to maintain quality and quantity of production. But the nationalisations and expropriations of the 1950s transformed the industry. Now, after a decade-long slide topped by a disastrous harvest last year, the government appears to realise it is facing a crisis. Page 32.

Amsterdam loses its bloom

The Amsterdam stock market has wilted a little since shooting up to a post-crash high a week ago. Caution has led to profit-taking and a flight by investors into quality stocks. Analysts are not forecasting a prolonged drought, however, some predict there will be a modest decline, while others believe the market will fully regain its bloom over the long term. Page 48.

Hauled before the stewards

The referral to the Monopolies and Mergers Commission of Grand Metropolitan's £331m acquisition of William Hill, the bookmakers, should not have come as a surprise to the industry. British off-track betting has been a long-standing source of fascination for the Office of Fair Trading, which recommended to Trade and Industry Secretary Lord Young that the merger of William Hill and GrandMat's Mecca Bookmakers be investigated. Lisa Wood examines the background. Page 27.

Goodman Fielder rejects RHM's offer

By Chris Sherwell in Sydney

GOODMAN FIELDER Wattie, the Australasian food group under siege from Ranks Hovis McDougall of the UK, yesterday rejected as totally inadequate RHM's proposed £1.33bn (\$2.24bn) share and cash takeover offer.

Its response followed RHM's acquisition yesterday morning of a further 40m Goodman shares, taking its stake to the maximum allowable for a foreign investor of 14.9 per cent.

The group now needs approval from the Australian Government's Foreign Investment Review Board to lift its stake further and to proceed with its proposed bid of four RHM shares for 11 Goodman shares or a cash equivalent of A\$2.64 (US\$2.10) per share.

The offer is one of the biggest Australia has seen, and promises to develop into a hit and protracted battle as RHM seeks to turn the tables on Goodman, which still has a 29.9 per cent stake in RHM as a result of its own abortive bid last year.

In its response yesterday, Goodman said it still supported the concept of combining the businesses of the two companies, but called the RHM offer totally inadequate and declared that it would not succeed.

It said that the price did not reflect the underlying value of the company, carried numerous conditions which created uncertainty and was denominated in sterling so that RHM did not have to bear exchange rate exposure.

In a pointer to a possible line of defence, Goodman also said that a successful offer would result in the loss of effective Australasian control over vital elements of the local food industry. The company is the largest single wheat consumer in Australasia.

Goodman would not be drawn on efforts to lobby the Government, but said it did not see a role in the takeover for the Trade Practices Commission, Australia's anti-trust body, because it had previously approved Goodman's bid for RHM.

Mr Pat Goodman, chairman and key shareholder in the group, told a press conference in Sydney yesterday: "We don't believe the bid will succeed. And we believe we have the support of most shareholders."

He rejected suggestions that shareholders who sold out in large numbers to RHM on Monday and yesterday were "bailing out," and insisted that the company was not lying down in the face of the RHM challenge.

He also said that it was his understanding that Elders IXL, a significant 10 per cent shareholder, would stay in the company.

Mr Goodman acknowledged that an RHM shareholders' meeting to approve the takeover bid was "crucial," but did not indicate whether the company would be canvassing other RHM shareholders to reject the move, or even how Goodman would be voting its stake.

He refused to disclose details of a conversation on Tuesday night with Sir Peter Reynolds, RHM chairman, but added that a number of options remained open. However, he admitted that another bid by Goodman for RHM was "not an option at this time."

Australian analysts foresee a long battle, reaching a stand-off in which an unpredictable compromise becomes inevitable.

At stake is control of the lucrative Australasian food market and a position in a global industry now undergoing enormous upheaval and rationalisation.

Nikki Tait writes: RHM yesterday said that the Goodman response held few surprises, although Mr Boh Rogerson, finance director, suggested that it was "a little more vigorous" than the UK group had expected.

RHM is submitting its bid proposals to the National Companies and Securities Commission in Sydney and says it hopes to be able to serve these on Goodman next week. Under Australian bid rules, the offer document would then be despatched two to four weeks afterwards.

Lex. Page 20; Food fight rules laid on the table, Page 23.

Bond moves to buy in 10% of shares

By Chris Sherwell

THE FLAGGING share price of Bond Corporation, master company of Mr Alan Bond, the Australian entrepreneur, has prompted a move by the group to buy back up to 10 per cent of its shares.

An announcement yesterday said the group believed that its share price, which has plunged in recent days, significantly undervalued the group, and a buy-back scheme represented an opportunity for the company and shareholders to benefit.

But analysts in Sydney called the move an attempt to bolster the Bond share price and said it was a signal of the group's continuing financial troubles which would increase overall gearing at a time when its borrowings were under scrutiny.

On the Australian stock market Bond Corporation shares rallied strongly from a low of A\$1.12 (US\$0.89) to reach A\$1.27 in brisk trading.

This was still below levels of a week ago, when Mr Bond blamed the chronic weakness of the group's share price on Mr "Tiny" Rowland's "devastating" counter-offensive against his assault on Louth.

Mr Bond also acknowledged then that he had considered taking the group private, but said it would be unfair on minority shareholders to buy them out through his family company, Dalhousie, which in recent buying has brought his entitlement in Bond Corporation to about 63 per cent.

Under the buy-back scheme, which is seen as a step short of taking the group off the stock market, Bond Corporation will fund the purchase of its own shares up to a maximum of 10 per cent of its issued share capital. The company offered no details.

The scheme is subject to the approval of Bond Corporation shareholders and noteholders, and the Australian Stock Exchange. The company said the move was in line with legislation now before parliament which contained provisions for share buy-backs.

Bond Corporation has interests in brewing, the media, property and resources. Dalhousie separately controls other interests, notably in gold.

Mr Bond himself is one of Australia's best-known businessmen, but his reputation has suffered recently because of a spate of bad publicity.

Gold Fields is set a courtroom poser

Robert Rice looks at the legal implications now that Minorco has won control

MINORCO'S narrow victory yesterday in its battle to win acceptance for the fiercely-contested £3.5bn (\$5.95bn) assault on Consolidated Gold Fields turns the spotlight on the board of the diversified UK mining group.

Now that the Luxembourg-based investment group has control of 54.84 per cent of Gold Fields' shares, board members will come under intense pressure to drop the company's anti-trust litigation in the US. That, in turn, would allow the lifting of the injunction imposed by a New York court preventing Minorco from buying any more Gold Fields shares.

Despite the obvious pressure directors will face over the coming weeks, after a quickly-held board meeting yesterday afternoon Gold Fields immediately announced that it intended to carry on with the US litigation.

The board had taken counsel's opinion which suggested that if the complaints raised by the US action were reasonable and "respectable," they were "due" to be resolved to continue with them until final resolution. If they did not, counsel warned that they could be seen as acting against the long-term interests of the company and could find themselves being sued for negligence.

The decision to continue with the US action was also likely to have been based on earlier counsel's advice that in making their decision whether or not to submit, the directors had to decide what was in the best interests of all holders and not just the holders with the majority of votes.

Under UK company law the directors' primary duty is to act bona fide in the best interests of the company. Although in law there is a clear distinction between owing duties to the company and owing duties to the shareholders, in practice the distinction is blurred.

The directors' duties to the company will be judged by the interests of both present and future shareholders rather than simply the interests of the particular people who are shareholders at the relevant time. Directors are also under a legal duty to take into account the interests of the employees of the company (but not of other companies in the same group).

So it is perfectly legitimate for the directors to weigh long-term interests of the company against the short-term interests of the shareholders. On that basis Gold Fields' directors will argue that it is perfectly legitimate to continue the US action.

This is because, despite Minorco's 54.84 per cent interest, Gold Fields' directors could claim that it would not be in the best long-term interests of the company, as opposed to the interests of present shareholders, to submit and remove the threat of the US litigation.

Minorco will almost certainly now seek an extraordinary general meeting of the company at which it will present a special resolution calling for Gold Fields to withdraw from the US action on its own behalf and do everything within its power to persuade Newmont Mining, the US gold mining company in which Gold Fields has a 49 per cent interest, also to withdraw.

Linklaters & Paines, Minorco's London solicitors, said yesterday that even if Gold Fields was not prepared to submit at this stage it should feel honour bound to call an EGM. There should explain directors bid that it was in the best interests of the company to continue with the US litigation, which promised to be both costly, time-consuming and possibly detrimental to the rights of its shareholders.

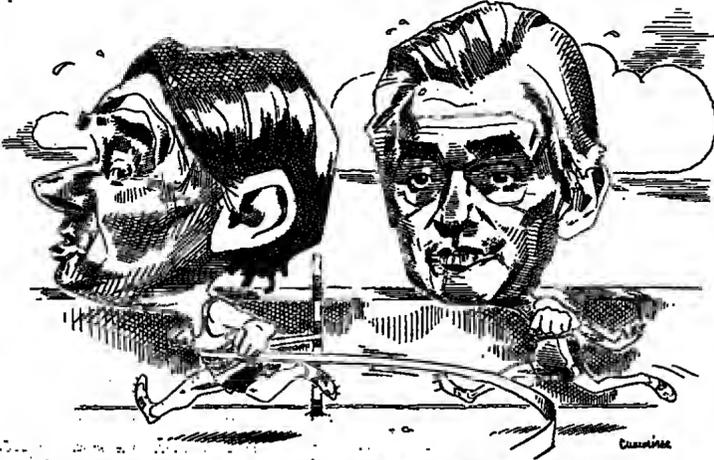
If Minorco is to succeed in forcing an EGM, it will have to take immediate steps to seek from the Takeover Panel an extension beyond May 17 of the deadline by which it must have succeeded in lifting the US injunction if the bid is to succeed. That would allow Minorco to seek to put its special resolution, for which it must give 21 clear days notice under UK company law.

If it comes to the point following an EGM where Gold Fields has little alternative but to withdraw from the US litigation on its own behalf, it may still maintain that its interest in Newmont does not amount to a controlling stake and that it is powerless to force Newmont to withdraw.

But here Gold Fields finds itself in something of a cleft stick. It is very difficult for it to maintain that its 49 per cent interest in Newmont does not amount to a controlling interest.

This is because the anti-trust action itself was based on the premise that if the bid succeeded Minorco would gain what amounted to a controlling interest in Newmont.

That would enable Minorco to keep the price of gold high by limiting low cost production of gold by Newmont in the US to aid its higher cost gold mines in South Africa.



Minorco's Sir Michael Edwards (left) pips Gold Fields' Mr Rudolph Agnew at the post

DEC Europe to sell Olivetti PCs

By Alan Friedman in Milan

DIGITAL EQUIPMENT (DEC), the world's leading minicomputer manufacturer, has chosen Olivetti of Italy to supply personal computers in the medium-to-high end of the market for Europe-wide distribution.

The DEC-Olivetti accord, which is expected to see the shipment of 20,000 to 30,000 Olivetti PCs this summer, will enable the US company to complete its European offering of computers and systems. Until now DEC has lacked a European PC supplier, in the US it relies on Tandy.

The deal should also help Olivetti make up for the likely decline of sales to its only other main equipment customer - American Telephone & Telegraph (AT&T) - with which relations have been cooling for a while.

Mr Robert Allen, AT&T's chairman, announced last week that the US telecommunications giant was considering alternative suppliers to Olivetti and mentioned Intel of California as a candidate. It is widely expected in the computer industry that AT&T will be scaling back its purchase of Olivetti PCs. Last year AT&T bought 110,000 Olivetti machines, just under a fifth of Olivetti's total output. This year AT&T is thought likely to reduce its purchases from Olivetti by as much as 50 per cent.

DEC's European headquarters in Geneva said last night that Olivetti's 80286, 80386SX and 80386 machines were sold under the DECstation label.

DEC's European and Middle East subsidiaries in 18 countries had 1988 sales of \$42bn, against total worldwide DEC revenues of \$11.3bn. The US company has a European workforce of 26,000.

Mr Pier Carlo Falsetti, president of DEC Europe, said the decision to sell Olivetti PCs was based on the Italian company's strong European presence and its ability to meet DEC's detailed product and delivery specifications.

Olivetti was also chosen because a number of DEC's European customers already use both Olivetti and Digital systems in their networks.

Alan Cane writes: DEC has been seeking sources of personal computers compatible with the industry standard set by International Business Machines since the failure of its incompatible "Rainbow" range in the early 1980s.

According to Mr Nigel Burton, an analyst at Robert Fleming, its choice in Europe was limited to about 10 suppliers, of which only Olivetti and Amstrad of the UK had sufficient volume to meet its needs.

Olivetti, however, manufactures its machines in Ivrea, Italy, while Amstrad machines are set present sourced in the Far East. Later this year Amstrad machines will be manufactured by GPT of the UK.

Other possible suppliers included Tulip, a small Dutch personal computer maker, and Siemens of West Germany, which has recently strengthened its personal computer capability with the acquisition of a small personal computer company IN2.

The DEC/Olivetti deal illustrates the extent to which personal computers are now simply standard components of modern data processing systems to be purchased as commodity items. Compaq results, Page 24.

Asda buys Gillow stores for £29m

By David Waller in London

THE PERILS of mounting a leveraged bid within the UK retail sector were highlighted yesterday as the Asda Group said it was paying £29m (\$49m) to acquire the bulk of the stores owned by Gillow. This is the furniture and carpet retailer known as Waring & Gillow until it was the subject of a management "buy-in" in 1985.

The food and carpets retailer is acquiring 48 of Gillow's 67 stores and is also picking up the brand names "Gillow", "Maples" and "Waring & Gillow" - names which for a decade or more until the buy-in bid in March 1985 were synonymous with takeover speculation.

It was then that Waring & Gillow recommended a bid from an institution-backed consortium led by Mr Cyril Spencer, a former chairman of Burton, and Mr Ashley Meyer, a former managing director of Debenhams' furniture divisions.

The company planned to come back to the market, but it soon ran into trading difficulties and the management duo left the company early last year. A new team - consisting of Mr Simon Bee and Mr Denis Cassidy, as managing director and chairman respectively - was appointed in April last year. However, the full scale of Gillow's problems only became public yesterday.

Having lost £5.2m in the 18 months prior to the deal, Gillow lost £15.9m in 1987 after interest and provisions and the net assets sank from £24m to £3m before property revaluation. According to the documents put out yesterday, gearing stood at 300 per cent, bank covenants had been breached and supplier accounts were overdue.

Mr Simon Bee, a former director of the Sketchley dry-cleaning company, said yesterday that the sale to Asda was miraculous under the circumstances. It would allow what was left of the company to continue as a "credible business entity" and investors to receive a cash payout.

Net assets of the business will rise from £10.4m at October 1 1988 to an estimated £21.7m.

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| FRANKFURT (DM) | | PARIS (FF) | |
|----------------|---------------|---------------|-------------|
| Alcoa | 252 + 8 | Colson | 349 + 5 |
| Deutsche RL | 282 + 0.5 | Laf R. Ballon | 2125 + 57.8 |
| Falckenberg | 458 + 1 | Parma | 207.1 - 8.8 |
| Hesselt | 338.5 - 2 | OCF | 845 - 25.8 |
| Hormann | 227 + 3.5 | OCF | 1510 - 184 |
| Pharm | 305.2 - 2.8 | UC | 1000 - 43.1 |
| Wolfsberg | 343.5 - 8 | TOYOYO (Yen) | |
| NEW YORK (\$) | | | |
| Alcoa | 30 + 1/2 | Nissan Diesel | 1100 + 100 |
| Amstar | 26 + 1/2 | Tokyo Motos | 1730 + 200 |
| Boeing | 54 1/2 + 1/2 | Yamaha | 420 + 10 |
| Chrysler | 125 1/2 + 1/2 | Yamaha | 3270 + 110 |
| IBM | 140 + 1/2 | Yamaha | 620 + 40 |
| Intel | 1040 + 1/2 | Yamaha | 1000 - 120 |
| Microsoft | 77 1/2 - 1/2 | | |
| LONDON (Pence) | | | |
| Alcoa | 448 + 10 | Micro Focus | 285 + 7 |
| Amstar | 273 + 12 1/2 | Rank Opt. | 941 + 24 |
| Boeing | 54 1/2 + 1/2 | Rediffon | 334 + 7 |
| Chrysler | 125 1/2 + 1/2 | Scottish TV | 980 + 11 |
| IBM | 140 + 1/2 | Tarmac | 313 + 3 |
| Intel | 1040 + 1/2 | Unil. News | 437 + 12 |
| Microsoft | 77 1/2 - 1/2 | Wain Int. | 342 + 5 |
| Nissan Diesel | 1100 + 100 | Wain Int. | 183 - 8 |
| Tokyo Motos | 1730 + 200 | Wain Int. | 183 - 8 |
| Yamaha | 420 + 10 | | |
| Yamaha | 3270 + 110 | | |
| Yamaha | 620 + 40 | | |
| Yamaha | 1000 - 120 | | |

JAMES RIVER CORPORATION

and S.A.C.I., SpA a company of the

Gruppo Ferruzzi

through a joint subsidiary, and together with

SARRIO, S.A.

have formed a joint venture

Sarrió Tisú, S.A.

to purchase the tissue paper division of Sarrió, S.A. in Spain.

Wallace, Smith initiated this transaction and assisted Sarrió, S.A. in the strategy, valuation and negotiations.

February 1989

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INTERNATIONAL COMPANIES AND FINANCE

Foreign investors own over 20% of Nestlé

By William Dullforce in Zurich

BETWEEN 20 and 25 per cent of Nestlé's registered shares are now in the hands of foreign investors, Mr Helmut Maucher, managing director of the big food group, said yesterday.

Mr Maucher expects Nestlé's consolidated sales to reach SF74.5bn (\$27.2bn) this year, more than 10 per cent above its 1988 turnover. Net earnings, SF2.04bn last year, should grow at roughly the same rate, he said.

Last year Nestlé's trading profit, at SF4.3bn, reached a record 10.5 per cent of the SF74.5bn turnover. Cash-flow was SF3.8bn, up 11 per cent over the 1988 result.

Shareholders' approval is being sought next month for a one-for-20 rights issue at SF4.500 per share and SF7500 per participation certificate.

goodwill against equity has been partially offset by a revaluing of fixed assets. The management has decided in future to value fixed assets at replacement value net of depreciation.



Helmut Maucher: still interested in RJE

Helmut Maucher, still interested in RJE, is obtaining a listing for its shares on the London Stock Exchange. Mr Domeniconi said the group was negotiating with the relevant committees over its refusal "slavishly to accept all their conditions."

Aker stops sale of Saga shares

By Karen Fosell in Oslo and George Graham in Paris

AKER, the big Norwegian industrial group, is to pull out of plans to sell its 20 per cent stake in Saga Petroleum for Nkr640m (\$94.5m) to Total-CFP of France.

ment with Aker valid until the end of this year, and therefore rejected Aker's decision to withdraw its 20 per cent stake in Saga. It added that it would ask the courts to decide the issue.

Agache triples net earnings

By George Graham

FINANCIERE AGACHE, the holding company of Mr Bernard Arnault, has reported a near tripling in net profits last year after a series of exceptional gains.

drinks group, Guinness. These earnings were taken into account for the second half of the year only.

fashion group - now the vehicle for Mr Arnault's LVMH interests - and the Au Bon Marche department store.

Skanska to pay \$28m for New York contractor

By Sara Webb in Stockholm

SKANSKA, Sweden's largest construction company, is to acquire Slatery Associates, a New York-based contractor which is part of the Slatery Group, for \$28m.

Early surge for Schering

By Leslie Collett in West Berlin

SCHERING, the West German pharmaceuticals and chemicals company, reported a 25 per cent surge in group earnings to DM110m (\$69m) for the first quarter of 1989.

bonus shares in a 20-to-1 ratio and to pay an unchanged 24 per cent dividend for 1988. Last year Schering's earnings rose 10 per cent to DM157m on sales 12 per cent higher at DM45.3bn.

First consolidated result from Eridania

By Alan Friedman in Milan

ERIDANIA, the sugar, starch and agri-industrial holding concern of Mr Raul Gardini's Ferruzzi group, yesterday unveiled its first-ever consolidated results, including a L216bn (\$157.5m) net profit.

as the European starch operations of CPC, the Lesieur food group in France and Central Soya, the US soybean company, the 1988 Eridania profit figure is not comparable with any others.

dated comparison of Eridania's total turnover, which at L8,456bn for 1988 was nearly double the 1987 total. Ferruzzi also said it is able to predict that Eridania's 1989 revenues will total L8,722bn. The parent company showed a 5.3 per cent rise in net profits to L47.3bn.

Hafslund expects higher profits

By Leslie Collett in West Berlin

HAFSLUND, the Norwegian pharmaceuticals, light metals and energy group, yesterday forecast higher profits for 1989 and announced that it expected to be listed on the London Stock Exchange by this summer.

Nkr234m, up from Nkr172m. Operating profits increased by 26 per cent to Nkr251m, while operating revenues climbed by 17 per cent to Nkr753m.

Rights offer to precede Inspectorate disposals

By Our Financial Staff

INSPECTORATE International, the Swiss quality control group, unveiled plans yesterday for a rights issue and forecast that profits for 1989 would advance by 10 to 20 per cent.

Existing shareholders will be excluded from the second issue. The company has said it plans a capital increase to be used partly to finance the acquisition of a minority shareholding in Adia, the employment agency group.

NOTICES OF ANNUAL GENERAL MEETINGS and AVIS DE CONVOCATION AUX ASSEMBLEES GENERALES ANNUELLES. Eurotunnel P.L.C. and Eurotunnel S.A. notices regarding annual general meetings, including dates, locations, and agenda items.

MORI SEIKI CO., LTD. U.S. \$100,000,000 4 1/2 per cent Notes 1993 with Warrants. Advertisement for the company's bond issue, listing various international financial institutions as agents.

INTERNATIONAL COMPANIES AND FINANCE

Food fight rules laid on the table

Chris Sherwell on problems facing RHM's takeover bid for GFW

To listen to Mr Pat Goodman, these are troublesome times. In New Zealand on Monday, when he was sitting on an aircraft about to take him and his wife on a Mediterranean holiday, the word came that Britain's Rank Hovis McDougall (RHM) had launched a stock market raid on his company, Goodman Fielder Wattle. It was proposing a \$3.1bn (US\$2.5bn) takeover bid.



Pat Goodman: RHM's rejected takeover bid for GFW is "totally unacceptable"

Then on Tuesday night, after spending the Anzac Day holiday preparing his defence in Sydney, the call came. Sir Peter Reynolds, RHM chairman, woke him from his slumbers "to tell me he was making a bid" — as though Mr Goodman did not know. By yesterday, Mr Goodman was giving a press conference to reject the move as "totally unacceptable."

By that time, too, RHM had pressed on with its assault, picking up another 40m Goodman shares from a flood of sellers to lift its 10 per cent stake to the allowed limit for a foreign investor of 14.9 per cent. Word from the RHM camp was that it was also ready to submit documents to the relevant authorities.

It is evident that the battle of the European and Australian food giants is on in earnest. Yet it is also clear that the excitement which swept through Australia's chronically dull market on Monday is now giving way to more sober reflection.

Predictably, attention is focused on whether the bid can overcome the most obvious obstacles in its path. Despite Goodman's own problems with the British authorities during its abortive attempt to take over RHM last year, few analysts believe that questions of concentration and competition are likely to derail RHM's planned bid Down Under.

The Trade Practices Commission, Australia's antitrust body, is expected to look at the proposed deal, as is its New Zealand counterpart, the Commerce Commission. But there seem to be few competition grounds for questioning the takeover without simultaneously questioning the deals which gave rise to Goodman Fielder Wattle in the first place.

Even Goodman says there are no grounds for the Australian commission to object, since the company last year

sought and won its approval to take over RHM. Most of RHM's products in the region are complementary to, rather than direct competitors of, Goodman's. And the precedent has been established in Australia that the ownership of a dominant market can be transferred without implications for competition or concentration.

A more tricky situation could arise in securing the approval of the Foreign Investment Review Board, despite the important relaxation of its guidelines in 1986 regarding foreign ownership of manufacturing businesses. Under the change, applications win approval automatically unless there are reasons of overriding national interest. So far no serious test case has arisen.

One worry for RHM could be the British dominance of Australia's bread market, which might result from an RHM-controlled Goodman fighting its smaller but tough competitor, George Weston — which is controlled by another UK group, Associated British Foods. A similar concern might arise in edible oils, where Goodman's main competitor is the Anglo-Dutch Unilever.

Goodman pointed out yesterday that a successful offer would result in the loss of effective Australasian control over vital elements of the local food industry. If enough noise is made, the politics of the matter could take on a different hue.

TIMETABLE OF THE TAKEOVER BID

THE TIMETABLE for RHM's bid for Goodman Fielder Wattle will, under Australian practice, be somewhat different to that imposed by UK takeover rules, writes *Nicki Tait*.

The procedure is that the bidder must first have its proposals — known as a "part A" document — vetted by the National Companies and Securities Commission before serving these on the target company. This might take about a week, and RHM says it hopes to be able to deliver bid proposals to Goodman sometime next week. The target company responds via a "part B."

The part A is then incorporated into the offer document,

and a period of between two and four weeks must elapse before this is sent out. Thereafter, there is no maximum 60-day offer period. Yesterday, RHM's advisers suggested that the first close might be in practice some seven to eight weeks away.

It is during this period between posting the offer documents and the first closing date that the UK company might be expected to seek approval from its own shareholders.

RHM's advisers suggest that the group is likely to move fairly quickly on this score, saying: "It would be preferable to get the UK matter out of the way as soon as possible."

Apart from Government departments and state Governments which would point such matters out, there are also some big players watching what happens — among them Mr John Elliott, chief of Elders IXL, who has a stake in Goodman and, like Goodman, has been on the receiving end of British rejections.

That said, no one knows better than Mr Paul Keating, the federal Treasurer responsible for the Foreign Investment Review Board, how badly Australia needs foreign investment, and the potential damage of any mindless retaliation against Britain.

buyers at a satisfactory price. This stake is an obstacle for RHM, since it makes shareholder backing for the Goodman takeover far more difficult to secure. It would be ironic if this approval, essential under UK regulations, was a more awkward problem than getting through the Australian rules.

Another important feature of the battle, from the Australian viewpoint, is the manner in which RHM bolstered its balance sheet by introducing a controversial policy of comprehensive brand valuation, which Goodman, under unsettled Australian accounting standards, has been unable to do.

Most Australian analysts expect a compromise between the two sides rather than a bid proceeding to completion. One possibility — a merger on terms presumably weighted to RHM — is thought likely because Mr Goodman has been so adamantly against such proposals in the past — save on his terms.

The more likely possibility is reckoned to be a settlement which sees each withdraw from the other through some sort of equity or asset-swap arrangement. It is too early to speculate how this might be achieved. But it is not too fanciful to imagine another telephone conversation between Sir Peter and Mr Goodman, closing the battle with a trace after opening it with a raid.

On a note before the board will be the benefits that an RHM takeover of Goodman could bring to Australian consumers. Last year, many analysts questioned Goodman's plan to take over RHM because it seemed to offer size rather than synergy. Similarly, they see few obvious advantages for consumers in an RHM takeover of Goodman.

Given this, it is not surprising that other motives are seen behind the RHM move apart from RHM's obvious desire to expand internationally and the attractiveness of Goodman as a target. One is RHM's need to shake Goodman off its own back. The Australasian group retains a 30 per cent stake from last year after failing to find a

INTERNATIONAL APPOINTMENTS

Bell Atlantic names Campanella president

BELL Atlantic, the US telephone company, said Mr Anton Campanella, president and chief executive of its New Jersey Bell unit, will succeed Mr Raymond Smith as its president, effective from July 1.

Mr Smith, who will retain his chief executive post, was also named the next chairman of Bell Atlantic, a post he will assume on July 1. He will succeed Mr Thomas Bolger, who will remain on the board.

Mr Campanella will become chairman of the board of New Jersey Bell until he assumes his new role.

Mr James Cullen, chairman, president and chief executive

of the company's Bell Atlantic Enterprises unit, succeeds Mr Campanella at New Jersey Bell as president and chief executive immediately. He will become chairman of New Jersey Bell on July 1.

COCA-COLA has appointed Mr Douglas Ivester, 42, president of its European operations, as the company's chief financial officer. Mr Ivester helped the US soft-drinks manufacturer conduct a wide-ranging restructuring of its finances and operations but has no operational experience. He has been with the company for 10 years.

His new post will become more important after Europe establishes a unified market in 1992.

Coca-Cola has been pursuing an aggressive plan of acquisitions and joint ventures overseas to restructure and consolidate its bottling and distribution operations, similar to what it did in the US with the establishment of Coca-Cola Enterprises, the domestic bottling unit in which it has a 49 per cent stake.

FAI INSURANCES, the Australian non-life insurer and investment group, has appointed Mr John Landerer as

chairman.

Mr Landerer became acting chairman after the recent death of Mr Larry Adler. Following his father's death, Mr Rodney Adler became chief executive.

Mr Landerer is a director of TNT and Advance Bank among other Australian companies.

TIME INC, the US media group, has appointed Mr Robert Miller, publisher of Time magazine and group publisher of Time Inc Magazine Co, worldwide publisher.

Mr Louis Well, chief executive of the Detroit News, was also appointed publisher of Time US, reporting to Miller.

Time has agreed to merge with Warner Communications Inc and has been the subject of takeover speculation.

THE ARLABANK GROUP

Arlabank International E.C.
Monama Centre, Government Road,
P.O. Box 5070, Manama, State of Bahrain,
Telephone: 232124 Fax: 246239

Financial Highlights

| | | |
|--------------------------|-------------------|-------|
| | 1988 | 1987 |
| | (in million US\$) | |
| Total Assets | 1,362 | 1,414 |
| Total Loans | 1,069 | 1,145 |
| Deposits | 968 | 1,107 |
| Capital & Reserves | 198 | 130 |
| Specific Provisions | 30 | 39 |
| Unallocated Loan Reserve | 105 | 150 |
| Net Operating Profit | 117 | (3.6) |

BRANCHES

PARANAMA
P.O. Box 8-8082
El Dorado
Republic of Panama
Fax 094989
Tel 649802

GRAND CAYMAN ISLANDS
P.O. Box 703
Grand Cayman
British West Indies
Fax 84-74789
Tel 04-74777

ALPHA LAMBDA INVESTMENT & SECURITIES CORPORATION
P.O. Box 662
British Virgin Islands
Fax 494-3817
Tel 494-2217

ARAB LATIN AMERICAN BANK
P.O. Box 1070
Lima 1, Peru
Fax 414277
Tel 419150

APPLIATE BANCO HM DE INVESTIMENTO S.A. (BHM-ARLABANK)
Rua Libero Badier, 425 - 9th floor
01009 Sao Paulo, Brazil
Fax 011-36-5178
Tel 011-259-6322

EUROPE
London
Fax 01-608 2878
Tel 01-726 6351

BRAZIL
Rio de Janeiro
Fax 252-1912
Tel 224-6207

ARGENTINA
Buenos Aires
Fax 311-6235
Tel 311-2736

SHAREHOLDERS

Abu Dhabi Investment Authority, Arab Banking Corporation, Banco Arab Espanol, Banco de Brasil, Banco Nacional de Desarrollo, Kuwait Foreign Trading Contracting Co. (S.A.K.), Libyan Arab Foreign Bank.

Arab International Bank, Banco Cafetero, Banco de Bogota S.A., Banco de Chile, Banco de Colombia S.A., Banco de Credito del Peru, Banco de la Nacion, Banco de la Republica Oriental del Uruguay, Banco del Estado, Banco del Estado de Chile, Banco Industrial S.A., Banco Intercontinental Arabe, Banque Nationale de Developpement Agricole et Industriel, Corporacion de Fomento de la Produccion, Corporacion Financiera Colombiana S.A., Corporacion Financiera Nacional, National Bank of Bahrain, National Commercial Bank, Riyad Bank, UBAF Group Holding (Panama) S.A.

ASLK-CGER IFICO
¥4,000,000,000

Floating Rate Nikkei Average Notes Due 1992

Unconditionally and irrevocably guaranteed by Algemene Spaar- en Lijfrentekas/Caisse Generale d'Epargne et de Retraite

Notice is hereby given that the Rate of Interest for the Interest Period from 24th April, 1989 to 24th October, 1989 is 6.70% per annum.

Interest payable on 24th October, 1989 will amount to ¥335,918, per ¥10,000,000 principal amount of the Notes.

Agent Bank
The Long Term Credit Bank of Japan, Limited
Tokyo

Wells Fargo & Company
£60,000,000

Floating Rate Subordinated Notes due January 1994

In accordance with the provisions of the Notes, notice is hereby given that for the Interest period from 26th April, 1989 to 26th July, 1989 the Notes will carry an Interest Rate of 13 3/4% per annum.

Interest payable on the relevant Interest payment date 26th July, 1989 will amount to £166,73 per £5,000 Note.

Agent Bank:
Morgan Guaranty Trust Company of New York
London

CONDUCT OF BUSINESS
A Handbook for ISA and Stock Exchange Members

(£19.50)

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THE FINANCIAL PROFESSIONAL'S PUBLISHER

REPUBLIC NATIONAL BANK OF NEW YORK

A subsidiary of REPUBLIC NEW YORK CORPORATION

Consolidated Statements of Condition
(In Thousands)

| Assets | March 31, 1988 | | March 31, 1989 | |
|--|---------------------|---------------------|----------------|------|
| | 1989 | 1988 | 1989 | 1988 |
| Cash and due from banks | \$ 325,479 | \$ 310,473 | | |
| Interest bearing deposits with banks | 9,288,072 | 8,632,233 | | |
| Precious metals | 136,443 | 82,547 | | |
| Investment securities | 2,774,044 | 3,204,042 | | |
| Trading account assets | 178,790 | 249,475 | | |
| Federal funds sold and securities purchased under resale agreements | 103,063 | 587,631 | | |
| Loans, net of unearned income | 4,048,018 | 3,895,422 | | |
| Allowance for possible loan losses | (151,368) | (201,829) | | |
| Loans (net) | 3,896,650 | 3,693,597 | | |
| Customers' liability on acceptances | 2,178,734 | 1,857,821 | | |
| Preemies and equipment | 314,806 | 350,171 | | |
| Accrued interest receivable | 288,422 | 239,133 | | |
| Investment in affiliates | 482,610 | 482,610 | | |
| Other assets | 459,849 | 402,151 | | |
| Total assets | \$20,365,792 | \$19,388,374 | | |
| Liabilities and Stockholder's Equity | | | | |
| Non-interest bearing deposits: | | | | |
| In domestic offices | \$ 639,775 | \$ 580,767 | | |
| In foreign offices | 85,360 | 137,741 | | |
| Interest bearing deposits: | | | | |
| In domestic offices | 5,230,653 | 4,301,124 | | |
| In foreign offices | 7,722,441 | 8,798,912 | | |
| Total deposits | 13,678,229 | 13,818,544 | | |
| Short-term borrowings | 438,177 | 587,955 | | |
| Acceptances outstanding | 2,178,608 | 1,663,729 | | |
| Accrued interest payable | 225,008 | 172,898 | | |
| Other liabilities | 535,105 | 431,746 | | |
| Long-term debt | 1,675,217 | 1,102,917 | | |
| Stockholder's Equity: | | | | |
| Cumulative preferred stock, \$100 per value; 1,000,000 shares outstanding | 100,000 | 100,000 | | |
| Common stock, \$100 per value; 4,800,000 shares authorized; 3,550,000 shares outstanding | 355,000 | 355,000 | | |
| Surplus | 800,000 | 845,000 | | |
| Retained earnings | 319,447 | 310,585 | | |
| Total stockholder's equity | 1,634,447 | 1,610,585 | | |
| Total liabilities and stockholder's equity | \$20,365,792 | \$19,388,374 | | |
| Letters of credit outstanding | \$ 1,299,761 | \$ 965,224 | | |

The portion of the investment in precious metals not hedged by forward sales was \$14.0 million and \$4.8 million in 1988 and 1989, respectively.

REPUBLIC NEW YORK CORPORATION
Summary of Results
(In Thousands Except Per Share Data)

| | Three Months Ended March 31, | |
|---|------------------------------|-----------|
| | 1989 | 1988 |
| Net income | \$ 41,779 | \$ 37,583 |
| Cash dividends declared on common stock | \$ 9,813 | \$ 9,956 |
| Per common share: | | |
| Net income | \$ 1.20 | \$ 1.10 |
| Cash dividends declared | \$.32 | \$.30 |
| Average common shares outstanding | 30,441 | 29,857 |

100 Avenue of the Americas, New York, New York 10018
600 offices in Manhattan, Bronx, Brooklyn, Queens, Westchester & Rockland County
Member Federal Reserve System/Member Federal Deposit Insurance Corporation
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Paris • Punta del Este • Santiago • Sao Paulo • Singapore • Taipei • Tokyo

The Prudential Insurance Company of America
U.S. \$500,000,000

Collateralized Mortgage Obligations
Series 1986-1

For the period 25th April, 1989 to 25th May, 1989 the Bonds will carry an Interest Rate of 10.45% per annum with an Interest Amount of U.S. \$223.18 per U.S. \$50,000 (the original Principal Amount) Bond, payable on 25th May, 1989. The Principal Amount of the Bonds outstanding is expected to be \$1,257,628.58 per Bond until the Twenty Ninth Payment Date.

Bankers Trust Company, London Agent Bank

U.S. \$100,000,000

National Westminster Finance B.V.
(Incorporated in The Netherlands with limited liability)

Guaranteed Floating Rate Capital Notes 1992

In accordance with the provisions of the Notes, notice is hereby given that for the six months Interest Period from April 27, 1989 to October 27, 1989 the Notes will carry an Interest Rate of 10 3/4% per annum. The interest payable on the relevant interest payment date, October 27, 1989 against Coupon No. 18 will be U.S. \$265.28.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank
April 27, 1989

Notice to Bondholders of
THE TOYO TRUST AND BANKING COMPANY LIMITED
U.S. \$100,000,000

1 1/4% per cent.
Convertible Bonds due 2002

Pursuant to Clause 7, sub-clause (E) of the Trust Deed relating to the Bonds, notice is hereby given as follows:

- The issue by The Toyo Trust and Banking Company, Limited of 40,000,000 new Shares on 28th April, 1989 and the issue of Japanese Yen 35,000,000,000 convertible bonds due 1996, Japanese Yen 15,000,000,000 convertible bonds due 1995, Swiss Francs 100,000,000 convertible bonds due 1994 and Swiss Francs 100,000,000 convertible notes due 1994 (together the "1989 Convertibles") on 25th April, 1989 has resulted in the adjustment of the current Conversion Price in accordance with Clause 7(1)(iv) and (v) of the said Trust Deed.
- As a result, the Conversion Price of the Bonds has been adjusted from ¥2,705 per Share to ¥2,679.2 per Share with effect from 26th April, 1989, to take account of the public offering of Shares and the 1989 Convertibles described in 1. above.

THE TOYO TRUST AND BANKING COMPANY, LIMITED
27th April, 1989

INTERNATIONAL COMPANIES AND FINANCE

Du Pont boosts income by 25%

By James Buchan in New York

DU PONT, the largest US chemicals group, reports a 25 per cent advance in net income with good performances in all its traditional businesses and an improvement in its oil and gas operation.

The first-quarter result, which showed earnings of \$736m or \$3.06 a share, comes after weeks of growing enthusiasm for Du Pont on Wall Street. Impressed by the strong growth in the group's farm and industrial chemicals, specialised fibres and its polymer business, investors have driven up the company's stock by nearly 20 per cent since the beginning of the year.

Mr Richard Hecker, the outgoing chairman of the Wilmington, Delaware company,

said the strong start to 1989 should mean "a fourth consecutive year of annual earnings growth, further improving shareholder value".

Sales rose 10 per cent to \$8.67bn. Du Pont's industrial products, fibres, polymers and diversified businesses enjoyed a 6 per cent increase in sales volume and 5 per cent rise in prices, with the price rises occurring at home and the volume growth overseas.

Thanks to strong demand for white pigments and industrial chemicals, operating profits from industrial products rose 52 per cent to \$177m, while fibres or profits were up 8 per cent at \$173m and polymers 13 per cent at \$131m.

Profits from Conoco, the oil

and gas business Du Pont bought at the beginning of the 1980s, doubled to \$217m as a result of higher crude oil prices and a \$38m capital gain. In diversified products, farm and medical products did well but earnings, at \$104m, were 12 per cent down on 1988's result, which included a special \$30m gain.

Du Pont and Waste Management, the big Chicago-based waste-treatment company, are forming a joint venture to start a set of plants to recycle plastics. The first plant, which will be operating by the beginning of next year, will sort and treat about 40m pounds of plastic soft-drink bottles and milk containers and turn them into raw materi-

als for new plastic products.

The ambitious plan, announced in New York this week, is a response to the crisis in solid waste disposal, particularly in the eastern US. Plastics are much harder to recycle than paper, aluminium or glass because of their chemical complexity. Some local authorities are considering outlawing some forms of plastic packaging.

Mr Phillip Rooney, president of Waste Management, said: "Our joint ventures will demonstrate that plastics can be efficiently diverted from the municipal waste stream and put to productive re-use in new products. It means the recycling of plastics will become a greater reality."

Settlements of lawsuits offset USX steel slide

By Anatole Kaletsky in New York

USX, THE Pittsburgh-based energy and steel company, almost doubled first-quarter net profits. However, the USX steel division suffered a sharp fall in operating profits, while results for the whole group benefited from one-off gains connected with the settlement of lawsuits and inventory valuation adjustments.

USX made \$296m or \$1.06 a share on sales of \$4.5bn in the quarter, compared with \$157m or 52 cents on sales of \$4.0bn a year ago. Operating income before tax was \$814m, against \$392m.

But the result included net benefits of \$118m connected with provisions and the settlement of lawsuits. Inventory valuation adjustments added \$60m to operating income, against \$20m a year ago.

The steel division reported operating income of \$99m on sales of \$1.5bn. This compared with profits of \$167m on \$1.4bn in sales last year. The decline was due primarily to weakness in the oil tubular goods market and higher raw materials costs, said Mr David Roderick, chairman.

The energy segment had operating income of \$386m on sales of \$2.5bn, compared with \$91m on sales of \$2.4bn last year. The higher income this year included \$119m from the settlement of three lawsuits involving the Texas Oil & Gas subsidiary, plus a favourable change in the inventory market valuation reserve of \$60m.

FTC investigates Benetton's retail methods

By Roderick Oram in New York

THE US retailing practices of Benetton are under investigation by the Federal Trade Commission, the Italian clothing manufacturer has disclosed in its prospectus for a US share issue.

At the root of government concerns is Benetton's business relationship with its independent store owners who generate 80 per cent of its sales. Some 700 of the group's stores are in the US. Of 5,000 stores worldwide, only 45 are owned by the company.

A "number of store owners, most of whom have defaulted on payments to Benetton, have alleged in bankruptcy court proceedings that Benetton has engaged in unfair trade practices and violated certain franchise and other statutes," the prospectus says.

The preliminary investigation by the FTC's New York office could lead to a full-scale

study of whether Benetton should have set up its US operations under franchise laws or whether it has engaged in "unfair and deceptive practices" as defined by the FTC Act.

The company claims it is not subject to franchise laws because it has arm's length arrangements with store owners who have sales representatives. The company has divided up the world between 70 such agents who get a commission of between 5 per cent and 7 per cent of the value of all goods ordered by stores in their territory. On average the agents earn around \$1m a year in commissions.

The representatives recruit owner-operators and help them establish their stores with fixtures and fittings bought from the company. Some have complained that the relationship is

weighted heavily in favour of the representatives and the company because, for example, some representatives force goods on them they cannot sell and set up competing stores too close to them.

Moreover, legal recourse is hard for the store owners because no written contracts with the representatives or the company. Some owners who have tried to complain say the representatives have either withheld goods from them or tried to drive them out of business by opening neighboring stores.

Benetton does not believe the investigation "will have a material adverse effect on the company," it says in the prospectus for \$m American depositary receipts. The issue, which will raise about \$350m when it is floated in about six weeks, will reduce the Benetton family's ownership from 87 per cent to 79 per cent.

The FTC said its list of civil penalties is wide ranging if it finds Benetton broke laws, can, for example, order the writing of franchise contracts between store owners and the company, seek damages from Benetton on behalf of owners and ask a court to levy fines of up to \$10,000 a day from the time a judgment was delivered.

"When we bring a case it can have a major impact on a company," said Mr Craig Tregillus, the FTC's chief of franchise enforcement.

Mr Federico Minoli, general manager of Benetton USA, said the company amending its retailing strategy in the US and trying to improve relations with store owners.

It is, for example, strengthening its management in the US, moving to bigger stores and developing ways to improve its service to store owners.

Philips stake improves results at Whirlpool

By Karen Zagor

WHIRLPOOL, the second biggest-US home appliance maker, reported strong first-quarter earnings growth, reflecting its purchase of a 53 per cent stake in the appliance business of Philips of the Netherlands.

Net income rose to \$40.7m or 59 cents a share from \$33.2m or 48 cents on revenues up 47.7 per cent to \$1.58bn from \$1.07bn. The latest figures include all revenues growth but only \$3 per cent of profits from the venture with Philips.

Whirlpool said that growing profits from the former Philips operations more than covered the additional interest expense on debt used to finance its purchase of the stake and to write off related intangibles.

Equity income from the company's other foreign affiliates dropped from \$4.4m to a loss of \$200,000.

Compaq notches up strong European sales

By Louise Kehoe in San Francisco

COMPAQ Computer, the fast growing Texas-based personal computer manufacturer, reported higher than anticipated sales and earnings for the first quarter, driven by exceptionally strong sales in Europe.

Net income increased 78 per cent to \$33m, or \$1.95 per share, from \$17m or \$1.21 in the same period last year. Sales advanced 65 per cent to \$683m from \$413m in the year-ago quarter.

"Sales outside North America were particularly strong, accounting for 46 per cent of first quarter revenue," said Mr Mike Swavely, vice-president of sales and marketing.

By 1992, European sales will represent about half of Compaq's revenues, he predicted.

up from about 36 per cent in 1988.

Market growth in Europe is running ahead of that in the US, with sales of business personal computers through retail dealers expected to grow by about 25 per cent this year.

"Market development is a few years behind that in the US," explained Mr Swavely. In Europe 40-20 per cent of business executives currently have the use of a personal computer, whereas in the US the figure is closer to 40 per cent, he reckoned.

"We believe that we are well positioned to take advantage of growth in Europe. We achieved critical mass in Europe last year when our sales rose from \$300m to \$500m and we doubled the capacity of our

manufacturing plant in Scotland, which now supplies more than 40 per cent of Compaq's international product sales," he added.

Compaq plans to expand its European production this year and again within the next few years. The company has yet to decide where to locate new facilities.

Compaq also has expansion plans for the US, where its strengths in the high performance sector of the personal computer market, and its recent entry into the laptop sector, have boosted the company's growth.

Both these market segments are growing at a rate of more than 100 per cent each year. The company now claims a 50 per cent share of the market

for personal computers based on the Intel 386 microprocessor.

Commenting on Digital Equipment's plans to enter the European personal computer market through an agreement with Olivetti, Mr Swavely said that the company does not regard the move as a significant challenge.

"The microcomputer manufacturers," such as Digital, address a very narrow part of the personal computer market, selling only to their own mini-computer customers," he noted.

In the US, Digital has formed a similar partnership with Tandy Corporation, which is supplying Digital with personal computers for the US market.

Earnings up at Johnson & Johnson

By James Buchan

JOHNSON & Johnson, the US consumer health-care company, increased first-quarter net income despite relatively sluggish growth in sales.

The New Jersey company, best-known for its Tylenol analgesic and a range of baby-care products, lifted net income by 13.6 per cent to \$317m. Earnings per share rose by a quicker 17.3 per cent to 95 cents because of a reduction in the share capital base.

Sales rose 5.8 per cent to \$2.45bn. Domestic sales were 8.7 per cent up at \$1.28bn, but international sales rose only 2.8 per cent to \$1.17bn. Overseas sales were hurt by a high dollar exchange rate. At constant rates, they would have risen 8.9 per cent and overall sales by 8.8 per cent.

Cray Research just breaks even

By Roderick Oram

CRAY Research, the world's leading maker of supercomputers, barely broke even in the first quarter after customers postponed deliveries of machines until the second half of the year.

The news initially knocked 36 1/2 off Cray's stock price, which closed at \$48 on Tuesday, even though the company remained optimistic about its full-year outlook. Investors are frequently unsettled by its results, which are notoriously

volatile because computer systems at the top of its line can cost more than \$20m each.

Net profits for the three months ended March 31 dropped to \$1.6m or 5 cents a share, from \$26.4m or 85 cents, a year earlier. Revenues fell to \$1.81m from \$149.5m.

The company said the results were consistent with its earlier forecast that shipments of computer systems would be "much higher" in the second half than the first.

But more delivery dates had shifted subsequently to the second half, indicating that revenues then will be similar to the \$476m reported a year earlier.

The directors said the company was keeping costs under control and investing fully in new products. But they added that the weighting of revenues towards the second half of the year could leave second-quarter earnings down significantly from last year's corresponding 61 cents a share.

Banner in \$457m bid

BANNER Industries, the US group which was involved in a fierce takeover battle for Avdel, the UK fasteners group, has launched a \$457m bid for the aircraft braking systems and engineered fabrics divisions of Loral, the US manufacturer of electronic warfare and communications systems and military computers.

Jerusalem Post sale aids Koor

By Hugh Carnegie in Jerusalem

ISRAELI Investors Corporation, a subsidiary of Israel's hard-pressed Koor Industries conglomerate, will realise between \$15m and \$20m from the sale of its controlling shareholding in the Jerusalem Post newspaper to the Hollinger group of Canada, it emerged yesterday.

As final details of the deal were being completed by Hollinger and IIC, senior officials involved said it included two packages of stock. These were 55 per cent of the Palestine Post company, which publishes the English-language daily, and 50 per cent of the Jerusalem Post company, which

prints the newspaper and publishes the weekly international edition. The balance of the latter is held by Palestine Post.

The officials said the final price would be less than the \$20.6m originally bid by Hollinger, but more than \$15m. This is well in excess of the nearest competing bidders and amounts to a considerable boost for Koor, which did not anticipate such a high sum when it decided to include the shareholding in a \$200m asset sale agreed with creditors to ease its huge debt burden.

Koor, owned by Israel's labour movement, is the coun-

try's biggest industrial group. It will now go on to sell its 50 per cent stake in IIC, whose main assets are predominantly in US bonds. Koor hopes to raise up to \$25m from this shareholding.

Hollinger, controlled by Mr Conrad Black, has yet to announce its plans for the Post, which has a maximum circulation at home of 45,000. Post staff understand the main focus will be on expanding sales to the Jewish community in the US where the international edition now sells about 40,000 copies a week.

US media groups ahead at operating level

By Karen Zagor in New York

TIMES MIRROR and the Washington Post, two leading print and broadcast media companies, have reported higher earnings from operations but lower net profits because of special gains a year ago.

Times Mirror, publisher of the Los Angeles Times, registered first-quarter net income of \$88.8m or 53 cents a share, down from \$75.1m or 58 cents for the same period last year.

Excluding an after-tax gain last year of \$15.3m from the sales of assets, per share earnings this quarter of 53 cents, were up 15 per cent. Revenues

for the latest quarter were \$946.9m, against \$74.5m.

Mr Robert Erturou, chairman and chief executive, said: "Ongoing cost containment efforts are contributing to improvements in our operations. However, we are continuing to experience some softness in advertising demand in certain markets."

Overall operating profits rose 8.9 per cent to \$129.6m from \$119.2m. Newspapers contributed \$90.1m, against \$75.2m, with increased advertising volume, lower costs and five additional days, including a Sunday, in the 1989 account-

ing period contributing to the improvement. The Los Angeles Times and the Baltimore Sun reported the strongest performances.

Operating profits for the book, magazine and other publishing sector fell 20.7 per cent to \$18.0m from \$22.7m due to higher editorial, administrative and postage costs, primarily at Times Mirror magazines.

The cable television group saw operating profits jump 57.8 per cent to \$14m from \$9.9m because of subscriber growth, higher rates and lower costs.

The Washington Post Company also reported a decline in

first-quarter earnings with net income of \$41.5m or \$3.22 a share, against \$144.8m or \$11.25 a share last time. There was a non-recurring gain of \$115.7m or \$9.99 a share in the first quarter of 1988 from the sale of its cellular telephone interests. Excluding this, first-quarter income this year was 42 per cent up on a year ago.

The Washington DC-based company said total operating income was \$98.9m, up from \$45.6m. Newspaper revenue increased 7 per cent.

TV station revenues rose 5 per cent. The cable division lifted revenue by 15 per cent.

Procter and Gamble ahead

By Roderick Oram

PROCTER AND Gamble, the US toiletries, food and detergent maker, registered strong growth in third-quarter earnings thanks to higher sales volume and increased prices.

Net profits totalled \$310m or \$1.85 a share, up 18 per cent from \$263m or \$1.53 a year earlier. Sales rose 12 per cent to \$5.43bn from \$4.85bn.

For the first nine months, net profits were ahead by 18 per cent to \$1.03bn or \$6.13 a share, from \$880m or \$5.14. Sales rose 11 per cent to \$15.97bn from \$14.36bn.

Results were also boosted by gains on foreign currency translations but the range of positive factors was partly offset by a higher tax rate.

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THE FINANCIAL PROFESSIONAL'S PUBLISHER

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Naamloze Vennootschap DSM
based at Heerlen

Convocation for the annual meeting

The annual meeting will be held on **Tuesday, May 16, 1989**, from 11.00 a.m., in the city theatre (Stadsschouwburg), Burg van Grunsvenplein 145, Heerlen (Netherlands).

The agenda with notes, the annual financial statements and the annual report, with the data as meant in article 392 section 1 Book 2 of the Civil Code and the data as meant in article 142 section 3 Book 2 of the Civil Code are available for inspection, by the shareholders and other persons entitled to attend the meeting, at the office of the company, Het Overloen 1, Heerlen, and at the banks mentioned below, and can there be obtained free of charge.

Holders of registered shares who wish to attend the meeting should send in a written notification to that effect to the Managing Board of Directors not later than May 11, 1989.

Holders of bearer shares who wish to attend the meeting should deposit these shares not later than May 11, 1989 at one of the offices of the banks mentioned below against receipt, which receipt gives access to the meeting. Persons attending the meeting should be able to identify themselves upon request.

The foregoing also holds for those who derive meeting rights from rights of usufruct or lien attached to shares.

In the Netherlands:
Amsterdam-Rotterdam Bank N.V.
Foppingadreef 22, Amsterdam
Algemene Bank Nederland N.V.
Vijzelstraat 32, Amsterdam
Bank Mees & Hope NV
Keizersgracht 683, Amsterdam
Nederlandsche Middenstandsbank nv
De Amsterdamse Poort, Amsterdam
Pierson, Helderling & Pierson N.V.
Herengracht 214, Amsterdam
Rabobank Nederland
Croeselaan 18, Utrecht

In the United Kingdom:
S.G. Warburg Securities
1, Finsbury Avenue, London

In Switzerland:
Swiss Bank Corporation
Bärengrasse 16, Zürich

In Germany:
Deutsche Bank AG
Taubensanlage 12, Frankfurt am Main 1

In France:
Banque Nationale de Paris
16, Boulevard des Italiens, Paris

In Belgium:
Generale Bank
Warandeborg 3, Brussels

Heerlen, April 26, 1989
The Managing Board of Directors

AUTOMATIC IDENTIFICATION

The Financial Times proposes to publish a Survey on the above on

23rd MAY 1989

For a full editorial synopsis and advertisement details, please contact:

JONATHAN WALLIS

on 01-873 3565
or write to him at
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London SE1 9HL.

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INTERNATIONAL CAPITAL MARKETS

World Bank issues fail to enliven lethargic trading

By Andrew Freeman

EUROBOND markets lacked direction yesterday as a dearth of new-issue activity was little relieved by quiet trading of secondary bonds. UK and US economic data was judged as broadly neutral. Only a handful of new issues emerged, with two deals for the World Bank prominent. Banque Paribas Capital Markets (BPCM) was the lead manager of a C\$150m seven-year zero-coupon deal for the bank, the first such issue by the borrower. The deal was later increased to C\$200m after good demand. A BPCM official said that the bonds had been priced to offer a similar yield to maturity of the equivalent government bonds. The paper was well received, finding expected demand from continental European retail investors as well as unexpected interest from some institutional accounts, notably German mutual funds which were reported as buying large blocks. The deal was quoted by the lead manager at less 1.14 bid, inside underwriting commissions of 1 1/4 per cent. Unusually, the proceeds were swapped by a third party into fixed-rate US dollars, leading to speculation that the bank was taking a bearish view of US interest rates. Svenska International

brought a SKr600m deal for the bank. The four-year bonds will be fungible with an existing SKr600m 10 1/2 per cent World Bank issue after the first coupon date on November 15. The new paper was priced against the existing issue which was trading at 99.40 bid early yesterday.

INTERNATIONAL BONDS

The 10 1/2 per cent bonds were launched, and were later trading, at 99.25 bid, a discount to the issue price of 100 1/4 per cent equivalent to full underwriting fees of 1 1/4 per cent. At that level, the paper offered a yield to maturity of 10.71 per cent, against the Swedish government bond yield of 11.53 per cent. The lead manager reported moderate first-day interest in the issue, but said that the tone of the market meant placement would take time. The issue proceeds were swapped by the lead manager into floating-rate US dollars. The Euro-guilder sector stuttered to life with a F100m deal by TNT which was brought by Algemene Bank. The five-year bonds were priced at 101 per cent, and carried a coupon of 7 1/4 per cent. The lead manager said the bonds were trading within underwriting fees of 1 1/4 per cent.

Norwegian accounting standards body set up

By Karen Fosell in Oslo

BACKED by a strong mandate to improve corporate accounting disclosures, the Norwegian Accounting Standards Foundation (NRS) is officially launched today. One of the main proponents of NRS is the Oslo bourse which, during a recent investigation, found "unsatisfactory" and the use of "extraordinary items" too readily exploited, particularly by insurance companies and banks. NRS's mandate will be to develop and publish generally accepted accounting standards in Norway as well as provide interpretation on matters of principle in connection with published standards. It will have a two-tier structure. A six-member supervisory board will be responsible for administration, making sure the foundation meets the goals of its mandate. The second management tier will comprise a 10-member accounting standards board responsible for technical work. Norwegian accounting principles, which fall under the so-called company law, has hitherto been overseen by the state-authorized Auditors Association but in recent years the bourse has sought to strengthen the quality of reported accounts. In addition, according to Mr Nigel Wilson, the Oslo bourse's director of analysis and control, other interested organisations have aimed to implement their individual standards for accounting practices which has led to fragmented standards and practices. Kredittilsynet, the Norwegian Banking, Securities, Insurance and Exchange Commission, has also strengthened requirements for accounting practices and will, in future, put more emphasis on control. The Ministry of Finance will, however, have the last word on NRS's recommendations. Both the Finance Ministry and Kredittilsynet will enjoy observer status at NRS meetings.

HOLMES & MARCHANT GROUP PLC

has acquired

Consultores de Comunicacion y Direccion

The undersigned initiated the transaction and acted as financial advisor to Holmes & Marchant Group:

The Chase Manhattan Bank, N.A.

March 1989



NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount m., Coupon %, Price, Maturity, Fees, Book runner. Includes entries for D-MARINE, GUILDERS, SWISS FRANCE, SWEDISH KROMER, YEN.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Closing prices on April 26

Table with columns: Bond, Bid, Offer, Change in yield, Yield. Includes sections for US DOLLAR STRAIGHTS, YEN STRAIGHTS, OTHER STRAIGHTS, CONVERTIBLE, and FLIGHTING RATE.

Firm start for dealing in JGB options

THE new market for options on Japanese government bonds got off to a good start yesterday with plenty of regulatory orders near the opening, although this soon slowed to a simmer, AP-DJ reports from Tokyo. Mr Hiroshi Morimoto, bond-market strategist at Daiwa Securities, said there was still a lot of window-shopping going on in the options market, which was completely over-the-counter. People did not want to build up large positions ahead of the Golden Week holidays next week. The head of bond-options trading at one of the Big Four Japanese securities houses said: "We have heard more orders than we expected. But we don't expect this to turn into big business." The business opportunities for dealers will be to package the options with cash bonds and other instruments for sale to customers, according to Mr Morimoto. A large proportion of the deals appear to be written by financial institutions seeking to generate some premium income from their portfolio holdings. There is also considerable inter-dealer trading. The market is focusing on the benchmark issues. Dealers say premiums seem fairly low and geared to expectations of low volatility.

Taiwan offshore bank assets dip

LOWER borrowings of US dollars by local banks have pushed combined assets of Taiwan's offshore banking concerns down to \$13.05bn at the end of March from a record \$13.14bn in February, Reuter reports from Taipei. This figure compares with \$11bn a year earlier. More than 70 per cent of the assets, held by seven local and 11 foreign banks, came from Asia and the rest from north America and Europe. A central bank official said most were in cash and the rest in certificates of deposits and bonds.

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Venice, 15 & 16 May, 1989

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Registration form for EUROPEAN BANKING CONFERENCE with fields for Name, Position, Company, Address, Country, Tel, Fax, Type of Business.

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INTERNATIONAL CAPITAL MARKETS

Treasuries end mixed as dealers assess GNP data

By Janet Bush in New York and Katharine Campbell in London

US TREASURY bonds swiftly lost gains of 1/2 point in early morning trading yesterday as dealers digested preliminary figures for first quarter GNP and their accompanying price measures.

GOVERNMENT BONDS

ties posting gains of as much as 1/2 point and the long end of the market quoted 1/2 point lower. The Treasury's benchmark long bond was quoted 1/2 point lower for a yield of 8.56 per cent.

US GNP expanded at a seasonal adjusted annual rate of 5.5 per cent in the first quarter. Even taking into account the boost that GNP received of around 2.5 per cent by last year's drought, the figure was higher than consensus forecasts of nearer 5 per cent.

Also worrying for the bond market were the inflation figures. There was some confusion, and a small bond rally, earlier on because the implicit price deflator grew by only 3.9 per cent in the first quarter compared with 5.3 per cent in the last three months of 1988.

However, by a statistical quirk, the implicit deflator was actually depressed by sharply higher oil import prices.

A more accurate reflection of price pressures was the fixed weight index which rose 5 per cent in the first quarter after gaining 4.3 per cent in the fourth quarter.

Overall, yesterday's figures

showed that the economy is slowing, but not very much, and inflationary trends are worrying.

Over recent weeks, the bond market has been rallying as it focused exclusively on the first part of this equation. A realisation that the economy is indeed decelerating but that inflation may go on rising may come to undermine the positive tone.

There is a view in the bond market that Fed policy is on hold and that the next move in interest rates is probably going to be down. There are, however, several economists who believe that the Fed will respond to more worrying inflation numbers and rising interest rates overseas.

The results of yesterday's two-year note auction were rather lukewarm.

UK gilt-edged securities were marked up significantly on better than expected current account figures for March, although prices at the close were of the day's highest, as initial euphoria at one piece of economic data subsided. On Life, the June long gilt futures contract closed at 95.22, 1/2 of a point above the previous settlement, although well below the peak of 95.04.

A current account deficit of \$1.2bn, compared with \$1.7bn in February, calmed, at least temporarily, market fears of a rise in base rates. At the same time, some extraordinary factors had contributed to the

"improved" figure, and the background of labour unrest, together with the expectation of further poor indicators on the inflation front, had a sobering effect as the afternoon wore on.

Inflation concerns beset the German market, as the provisional April report of living data for the federal republic generated a high year-on-year increase of 3 per cent, appearing to vindicate the Bundesbank's action in raising official rates last Thursday. On Life, the June 10-year bond futures contract closed at 94.01 compared with 94.32 yesterday.

The reception to the new Dutch state loan was warmer than expected, and the market saw active trading, particularly on the back of continuing inflationary concerns in Germany. The new 7 per cent 10-year issue, which raised F13,550m, was larger than anticipated and priced cheaper at 99.00. After dropping 15 basis points initially, it closed back at 99.00 due to professional interest.

The French market paid greater attention to events in Germany than to the economic data from the US. On Matif the 10-year Euro futures contract fell 18 basis points to close on the official market at 106.40. The cash tap stock, the 8 1/2 per cent due 1999, lost 28 centimes on the day.

Today dealers will focus on whether the Bank of France will match German rate increases at the repurchase tender.

Trading in the Japanese market was directionless for the introduction of over-the-counter options. With the cash market nervous ahead of the expected US first-quarter GNP figures and institutional investors largely staying away until premiums had settled, options trading was limited.

The No.111 benchmark issue, which bears a 4.6 per cent coupon, closed at a yield of 5.32 per cent.

Developing nation stock exchanges surging

By Peter Riddell, US Editor, in Washington

TAIWAN has become one of the world's 12 largest stock markets and the fifth most active, although requiring reform of its investor protection and accounting standards.

A detailed analysis by the International Finance Corporation, a World Bank affiliate, notes that the stock markets of several developing countries have been among the best performers over the past four years - well ahead of both Japan and the US in dollar terms.

In the latest edition of its factbook the IFC which encourages the growth of developing countries' capital markets, highlights a number of increases both in activity and share prices, notably in several Pacific Rim countries. In 1988, total value of shares traded in the 30 emerging markets and two-thirds of the value of shares traded in these countries.

On a longer-term comparison, the end of 1984 saw the Philippines, Korea, Zimbabwe, Taiwan, Chile and Mexico all outperformed Japan, with Thailand and Columbia not far behind. The report highlights the sharp increase in the market capitalisation of Taiwan's markets, up from \$66bn in 1984

to \$377.4bn last year - in total less than a tenth of the level of the Tokyo market and half that of London.

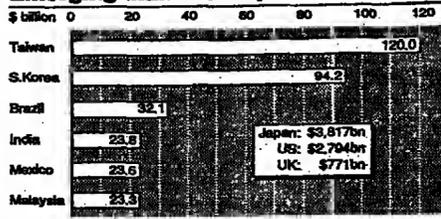
Over the same period, the value of shares traded has risen from \$31.9bn to \$407.8bn. In total this is a sixth of the level of Tokyo and two-thirds of London.

The figures have, however, been significantly influenced by the phenomenal growth of share prices and the level of trading in Taiwan. In 1988 the market capitalisation of the Taiwanese markets rose 120 per cent and the value of shares traded jumped nearly 3 1/2 times to \$275.6bn, well over half the level of London.

However, the Taiwanese market last year accounted for nearly 4 per cent of the market capitalisation of the 30 emerging markets and two-thirds of the value of shares traded in these countries.

None the less, even after excluding Taiwan, there has still been a sharp growth both

Emerging markets capitalisation



in levels of activity and prices in several Asian and Latin American markets. In terms of capitalisation Korea is now larger than Hong Kong and roughly the size of Sweden.

There are also large variations in the extent to which emerging country markets have adopted automation in their settlement systems.

Big differences also exist in comparative valuations. The east Asian markets follow the lead of Japan in having very high price earnings ratios by international standards. Taiwan was on a ratio of more than 40 at the end of last year, against just under 13 a year earlier and Korea was up from 21.7 to 39.5. This compares with

53.8 for Japan and a world average of 13.1.

Apart from India and Malaysia, most of the other emerging countries, particularly in Latin America, are valued on price earnings ratios of less than the world average.

In an effort to crack down on illegal stock trading and reduce soaring turnover, Taiwan's Securities and Exchange Commission will obtain greater power to investigate stock transactions, Renter reports.

A SEC spokesman said regulations coming into effect today aimed to curb and illegal "wash-selling" - buying and selling a given stock in the same trading day.

The SEC will require brokerage houses to present for inspection on demand any stock certificates sold through them during the previous market day. They will be given only 10 minutes' notice of inspection.

Brokers currently are required to clear with the SEC only the net balance of stocks at the end of each trading day, making it impossible to monitor same-day trading.

Emerging Stock Markets Factbook, 1988. International Finance Corporation, published in Washington, Paris, Tokyo and London.

BENCHMARK GOVERNMENT BONDS

Table with columns: Coupon, Yield, Price, Change, Yield, Week ago, Month ago. Rows include UK Gilts, US Treasury, Japan, Germany, France, Canada, Netherlands, Australia.

FT-ACTUARIES SHARE INDICES

Table with columns: Index No., Day's Change, Est. Earnings Yield, Gross Yield, P/E Ratio, etc. Rows include Building Materials, Contracting, Electricals, etc.

LONDON MARKET STATISTICS

Table with columns: Rises, Falls, Stays. Rows include British Funds, Corporations, Dominions and Foreign Bonds, etc.

LONDON RECENT ISSUES

Table with columns: Issue, Amount, Latest Date, High, Low, etc. Rows include various corporate and government issues.

FIXED INTEREST STOCKS

Table with columns: Issue, Amount, Latest Date, High, Low, etc. Rows include various fixed interest securities.

RIGHTS OFFERS

Table with columns: Issue, Amount, Latest Date, High, Low, etc. Rows include various rights offers.

TRADITIONAL OPTIONS

Table with columns: Issue, Amount, Latest Date, High, Low, etc. Rows include various traditional options.

LONDON TRADED OPTIONS

Large table with columns: Call, Put, etc. Rows include various traded options with detailed pricing and volume data.

90 day index: 2072.4; 10 am 2080.0; 11 am 2082.2; Noon 2101.6; 1 pm 2096.4; 2 pm 2095.4; 3 pm 2090.5; 4 pm 2093.4; 4.05 pm 2093.0; 4.15 pm 2091.1; 4.30 pm 2091.1; 4.45 pm 2091.1; 5.00 pm 2091.1. FT-SE 100 SHARE INDEX: 2093.4.

UK COMPANY NEWS

Referral was odds-on favourite in the Merger Stakes

Lisa Wood looks at the past relationship between the betting industry and the Office of Fair Trading

TUESDAY'S REFERRAL to the Monopolies and Mergers Commission of Grand Metropolitan's £331m acquisition of William Hill, the bookmaker, should not have come as a surprise to the industry.

British off-track betting has long been a source of frustration for the Office of Fair Trading, the body which made the recommendation to Lord Young, the trade and industry secretary, that the merger of William Hill and GrandMet's

thirds of the £5bn industry... A complex monopoly is said to exist when two or more companies command more than 25 per cent of an industry or where an industry is found to be collectively conducting its affairs in such a way as to prevent or restrict competition.

The MMC, which recently published a report advocating radical reform of the UK brewing industry, had decided before making its recommendations that such a monopoly existed in the vertically-integrated brewing industry where brewers own their own outlets.

Of particular interest to the OFT in its 1987 investigation of the betting industry were the new Satellite Information System which was being installed in bookmakers' shops; ownership of greyhound racing stadiums, continuing allegations of bookmakers making private deals between each other to keep off each other's patches; and the system of setting prices regardless of the odds at the time the punter placed his bet.

A year earlier the industry had been asked by the Restrictive Practices Court to make undertakings not to collude after it was found that some clandestine agreements had been struck on the mutual closing of betting shops and on support in opposing applica-



Gordon Borrie (left), Director General of the Office of Fair Trading, Alan Sheppard, the chairman of GrandMet, and Cyril Stein, his counterpart at Ladbroke

breaking its agreements to the Restrictive Practices Court. It is understood that the OFT is still keenly interested in the paying out of winnings on starting prices.

Big bookmakers can affect the "starting price" of a horse by placing money on the course a few minutes before the start of a race. It is a system which means that, if a great deal of money has been placed on one horse, the bookmakers bet on that horse with other bookmakers so as to hedge their liabilities.

Mr Bruce Jones of Kitkat & Aitken, the stockbroker, said that theoretically some people might feel unhappy that the big bookmakers could affect starting prices. However, he added: "In practice it would be unfair to prevent bookmakers from laying off bets."

Whether or not the MMC will make any significant comment on this issue - and open it up for fresh investigation by the OFT - will be revealed when the commission makes its report on William Hill and Mecca in August.

However, Mr Bob Green, chairman and managing director of William Hill/Mecca said: "I do not understand why all these issues are being raised again. We went through it all, chapter and verse, when the OFT visited us before."

For, in the course of looking at this individual merger, which would create a chain of some 1,701 shops, about 16.5 per cent of the UK off-track betting outlets (market leader Ladbroke has 1,716), the MMC may well throw up fresh information to strengthen the OFT's hand if and when it should want to re-investigate the industry.

And while there has been no suggestion that the industry is

largest four companies in the industry on monopoly grounds. In a very carefully worded statement the OFT said: "The director general is not satisfied that in the context of the big four's betting operations there is sufficient evidence to justify a complex monopoly reference to the MMC."

"Fortuitous," was how one industry observer described the William Hill and Mecca merger - and its subsequent referral to the commission.

UK BETTING STAKES 1981-1988

| Year | Stakes (£m) | Winners (£m) | Losses (£m) |
|------|-------------|--------------|-------------|
| 1981 | 3,064 | 350 | 107 |
| 1982 | 3,046 | 329 | 96 |
| 1983 | 3,185 | 362 | 87 |
| 1984 | 3,184 | 343 | 85 |
| 1985 | 3,432 | 375 | 87 |
| 1986 | 3,706 | 406 | 94 |
| 1987 | 4,068 | 453 | 105 |
| 1988 | 5,125 | n/a | n/a |

Source: The Gaming and Betting Commission

Mecca Bookmakers be investigated.

Just over two years ago the OFT mounted its own investigation into the off-course betting industry with a view to finding out whether or not a complex monopoly existed in the industry among the four major players - at that time Ladbroke, William Hill, Mecca and Coral. Together these companies commanded about two-

Interim finance for Tuskar oil find

By Steven Butler

TUSKAR RESOURCES, the USM-quoted oil exploration company, yesterday said that it had raised interim bank financing for evaluation of a large oil find in Colombia and would not have to make a further call on shareholders' funds.

Mr Neil O'Donoghue, the chairman, also suggested in a letter to shareholders that development of the field might also be feasible without a rights issue. However, he warned that shareholders should exercise caution until evaluation of the reservoir was complete because of the potentially dramatic effect of the discovery on the small company.

Tuskar recently completed another appraisal well on the reservoir in the southern Llanos Basin in Colombia, which resulted in increasing estimates of recoverable reserves at the field from 100m barrels to 250m barrels. This is

a huge reservoir for a small explorer.

The test well flowed at a rate of 900 barrels of oil a day. The oil is relatively heavy, at 14 to 15 degrees API, but high reservoir temperatures and pressures mean that there would be few production problems, according to the company. High viscosity would normally make production of this type of oil difficult.

Tuskar estimates that capital and operating costs of the field would be less than \$2 a barrel, which with transportation and royalty expenses included, would mean a break-even cost of \$6.25 a barrel.

Tuskar has direct and indirect interests in the field amounting to 86.4 per cent, although Ecopetrol, the Colombian state oil company, has rights which could reduce Tuskar's interests to 34.6 per cent.

Blue Arrow loan statement

Blue Arrow, the embattled employment agency, is planning to despatch a circular to shareholders about its controversial \$25m loan by the middle of May.

The interest-free loan was made to a company controlled

by Mr Peter de Savary, the international yachtsman in December. The proceeds were intended to help finance the joint sponsorship with Mr de Savary of a British challenge for the America's Cup yacht race.

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Tokyo Pacific Holdings N.V.
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|--|--|
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| Nationale Westmaats Bank PLC Stock Office Services 3rd Floor 20 Old Broad Street London EC2N 1EJ | Banque Paribas Belgique S.A. Banque Paribas Jacques 162, B 1000, Bruxelles |
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| Trinkaus & Burkhards Königsallee 21-23 D 4000 Düsseldorf 1 | Merrill Lynch International & Co. all European Offices |
| | Rothschild Australia Limited Royal Exchange Building 56 Pitt Street, Sydney NSW 2000 |

As shown in the Report the net asset value per share appreciated in 1988 by 20.2%.

PUBLIC WORKS LOAN BOARD RATES

Effective April 26

| Term | By 30/11 | By 30/12 | By 30/1 | By 30/2 | By 30/3 | By 30/4 |
|------------------|----------|----------|---------|---------|---------|---------|
| Over 1 up to 2 | 12 1/2 | 12 1/2 | 12 1/2 | 12 1/2 | 12 1/2 | 12 1/2 |
| Over 2 up to 3 | 12 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 3 up to 4 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 4 up to 5 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 5 up to 6 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 6 up to 7 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 7 up to 8 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 8 up to 9 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 9 up to 10 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 | 11 1/2 |
| Over 10 up to 15 | 10 1/2 | 10 1/2 | 10 1/2 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 15 up to 25 | 10 1/2 | 9 1/2 | 9 1/2 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 25 | 9 1/2 | 9 1/2 | 9 1/2 | 10 1/2 | 10 1/2 | 10 1/2 |

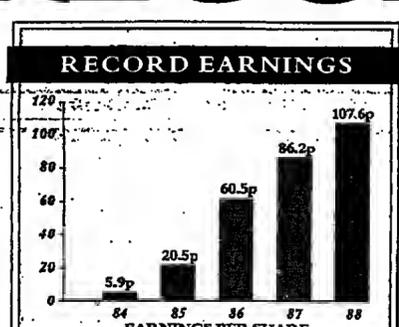
*Non-quota loans B are 1 per cent higher in each case than non-quota loans A. †Equal instalments of principal. ‡ Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). § With half-yearly payments of interest only.



General Accident

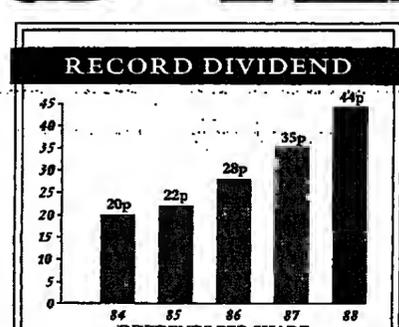
A RECORD YEAR

RECORD EARNINGS



EARNINGS PER SHARE

RECORD DIVIDEND



DIVIDENDS PER SHARE

It is a pleasure to be able to report, for the third consecutive year, record profits for the Corporation. The figures, which have benefited importantly from an excellent underwriting performance in the United Kingdom, include the results of NZI Corporation for the five months to 31st December 1988. Notwithstanding the difficulties experienced in the NZI banking business, which are being addressed, your Board believes that this acquisition provides a strong base on which to develop our interests in a region offering excellent prospects of economic growth.

RESULTS £M

| | 1988 | 1987 |
|----------------------------|--------|--------|
| General Premiums | 2,554 | 2,169 |
| Investment Income | 354 | 299 |
| Underwriting Result | (32.8) | (98.3) |
| Life Profits | 14.0 | 11.5 |
| Banking Business Result | (16.9) | - |
| UK Employee Profit Sharing | 7.6 | 4.1 |
| Pre-Tax Profits | 290.3 | 204.4 |
| Attributable Profits | 214.5 | 161.2 |

Further improvement in our results may be more difficult to achieve in the current year but I believe that the Corporation remains well-placed to meet the challenges and opportunities ahead.

FROM THE 1988 ANNUAL STATEMENT BY THE CHAIRMAN, THE RT. HON. THE EARL OF AIRLIE, KT GVO PC.

UNITED KINGDOM

The last three years have been dedicated to the application of a disciplined and responsible approach to underwriting. A substantial increase in underwriting profitability demonstrates the success achieved and our rating structures are now geared to maintain this firm underlying trend.

UNITED STATES

The operating ratio of 104.6 remains better than the estimated industry ratio of 105.3, but with a clear indication of a softening market it would be difficult to anticipate other than some decline in 1989.

EUROPE

The structure of our representation in Europe is being reviewed ahead of the completion of the Single European Market.

CANADA

Adverse experience in personal automobile business and further strengthening of loss reserves largely account for the deterioration in the underwriting result, but an improved trading result was achieved.

PACIFIC BASIN

The merger of the General Accident and large NZI insurance businesses provides us with a significantly stronger presence in Australia and New Zealand, whilst securing a valuable platform for development in important emerging Asian markets.

LIFE

An excellent level of premium growth derived particularly from mortgage related contracts and we look forward to building on this success in 1989.

PROPERTY SERVICES

We anticipate continuing growth in our estate agency operation, both in the provision of property services and in the already substantial volume of new business which these services are generating for our life assurance operations.

OUTLOOK

The underwriting standards and disciplines which have applied in the market over the last three years and which have led to the record profits now being reported, can be seen to be under considerable pressure as these results provide an increasing incentive to expand portfolios. It follows that further profit progress will be difficult to achieve in 1989, but the Corporation's insurance organisations worldwide are solidly based and well placed to meet whatever problems may emerge in their disparate markets.

h. w. m. m.

FROM THE OPERATIONAL REVIEW OF 1988 BY MR BUCHAN MARSHALL, CHIEF EXECUTIVE

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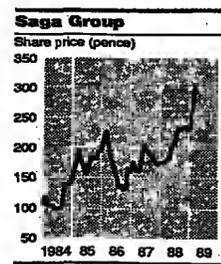
UK COMPANY NEWS

Boosted by Budget, company bucks trend in UK holiday market
Saga makes £2.73m in 15 months

By Clare Pearson

CHANGES AFFECTING old people's finances, announced by the Chancellor's Budget speech, appeared to be benefiting an otherwise depressed UK market for holidays, Saga Group, the tour operator for the elderly, said yesterday.

Mr Roger De Haan, chairman, said that even though most of the changes - allowing pensioners to earn more and widening the net for those eligible for supplementary pensions - would not take effect until next year, their announcement appeared to have provided a psychological boost.



insurance and publishing are expected to make a 'significant' first-time contribution to profits in the current year.

10.85p, against 17.01p for the 12 months (6.74p). A final dividend of 1.45p is being paid, making 7.2p for the 15 month period.

BBA disposals in N America

BBA, the motor components, industrial materials and automotive service and parts group, has sold two North American companies involved in the manufacture of structural plastic mouldings to the automotive industry for up to £21.1m.

The disposal to Rockwell International will assist the company's plan for 'an orderly reduction' in gearing by cutting it from 82 per cent to between 77 and 78 per cent.

business operations. The terms of the deal include an earn out pegged to performance over the next five years which could contribute £7.7m to the maximum settlement.

Wade hit by start-up costs

Start-up costs of some £400,000 associated with its tableware operation in Northern Ireland were blamed by the directors of Wade Potteries for a profits fall of £450,000 to £820,000 pre-tax for the six months to January 31.

TR Energy reduces loss to £621,000

TR Energy, which manages a portfolio of investments in the oil and gas industry, cut pre-tax losses from £3.48m to £621,000 in 1988 and deficit per 10p share came down to 0.5p, against 8.3p.

WPP cash and share purchase

WPP Group, marketing services company, has bought The Marketing Consultancy, a sales promotion company, for £1.94m in cash and shares.

Greenall quits bingo

GREENALL WHITLEY, the Warrington-based drinks and hotel group, is to sell the UK bingo clubs which form part of its Stretton subsidiary.

and another that is being leased. It also owns a development site in Leeds.

TR Energy reduces loss to £621,000

TR Energy, which manages a portfolio of investments in the oil and gas industry, cut pre-tax losses from £3.48m to £621,000 in 1988 and deficit per 10p share came down to 0.5p, against 8.3p.

Memory Computer 76% downturn

Dublin-based Memory Computer, the USM-quoted developer of computer systems, reported a 76 per cent drop in pre-tax profits from £104,000 to £25,000 (£21,000) in the six months to end-December 1988.

COMPANY NEWS IN BRIEF

AAH HOLDINGS has acquired Admed Marketing for an initial cash payment of £4m plus a further sum related to future profits up to a maximum total consideration of £28m.

largely as a result of the increase in assets available following the rights issue in 1987. Operating income was £162,000 (£127,900). Earnings per share were 0.48p (0.46p). The dividend is maintained at 0.4p.

Full scale operations at the Pilgrim's Rest plant commenced during May 1988 and a direct comparison of the results for the respective periods can accordingly not be made.

RMP RAND MINES PROPERTIES LIMITED

Interim report for the six months ended 31 March 1989

Income statement table showing turnover, operating profit, interest received, profit before taxation, and profit after taxation for six months and year ended 30 Sept 1988 and 30 Sept 1989.

Balance sheet table showing sources of capital, total shareholders' funds, fixed assets, and current assets for 31 March 1988 and 30 Sept 1989.

Notes section containing details of review of results, Crown Mines and City Deep, Pilgrim's Rest plant, gold recovery, revenue, costs, working profit, and operating profit.

Declaration of Dividend No. 26

Table detailing dividend information including amount per share, last day to register for dividend, and registered offices.

GRANVILLE SPONSORED SECURITIES table listing various securities with columns for High/Low, Company, Price, Change, Gross Yield, and P/E.

MB Group NOTICE TO HOLDERS OF US\$50,000,000 5% per cent Bonds Due 1993 of MB Group plc.

MB Group NOTICE TO HOLDERS OF WARRANTS to procure the Subscription of Ordinary Shares of 25p each of MB Group plc.

MB Group NOTICE TO HOLDERS OF £65,000,000 5% per cent Subordinated Convertible Bonds Due 2002 of MB Group plc.

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THE FINANCIAL PROFESSIONAL'S PUBLISHER

MONTEDISON

S.p.A. - Registered Office: Milan - Foro Buonaparte, 31
Share Capital Lit. 2.704.621.524.000 fully paid up
Milan Court, Companies Registry No. 353, Vol. 10 - Section 84

MONTEDISON 10% CONVERTIBLE DEBENTURES 1985/1992 SPECIAL SERIES "SELM/FERFIN"

CONVERSION OR REDEMPTION RIGHTS EFFECTIVE JULY 1, 1989

We inform the holders ("Holders") of Montedison's 10% Convertible Debentures 1985/1992 Special Series "Selm/Ferfin" ("Debentures") that the Board of Directors of Montedison S.p.A. adopted in June 1988, among others, the following resolution:

"The debentures evidencing this borrowing shall also be convertible on July 1 in each of the years 1989 through 1992, in the manner prescribed by Article 4 of the Regulation, upon request made during the month of May next preceding the date chosen for conversion.

The debentureholder shall be able to convert all of the debentures in his possession at the time of the request for conversion, including those which have matured and are redeemable as provided in Article 6 of the Regulation and for which a request for redemption has not been made. Principal coupons presented separately from the Debenture certificate are valid solely for payment of the principal amount shown thereon."

Therefore, effective July 1, 1989, Holders shall have the right to exercise one or another of the following options:

- request conversion of all of the Debentures held at the time of the presentation of the conversion request;
- request the redemption of one-fifth of the principal amount of Debentures originally represented by each certificate; or
- to postpone to the future decision on either of the above options.

A) EXERCISE OF THE CONVERSION RIGHT

The conversion rate currently in effect is as follows:

- 162,000 Selm savings shares, par value Lit. 1,000 each, dividend entitlement January 1, 1989 (dividend coupons nos. 2 and following); and
- 12,960 Selm 7% convertible debentures 1986/1993, stated value Lit. 4,500 each, bearing interest from January 1, 1989 (interest coupons nos. 2 and following); and
- 301,704 Ferruzzi Finanziaria common shares, par value Lit. 1,000 each, dividend entitlement January 1, 1989 (dividend coupons nos. 2 and following); and
- 82,386 Ferruzzi Finanziaria savings shares, par value Lit. 1,000 each, dividend entitlement January 1, 1989 (dividend coupons nos. 2 and following); and
- 7,879 Ferruzzi Finanziaria 7% convertible debentures 1986/1993, stated value Lit. 9,000 each, bearing interest from January 1, 1989 (interest coupons nos. 3 and following).

Requests for conversion should be submitted from May 2, 1989 through May 31, 1989, to the Shareholder Services Office of Montedison S.p.A. in Milan (Foro Buonaparte 31) or to one of the following entrusted banks:

In Italy: Banca Commerciale Italiana - Banca Nazionale del Lavoro - Banco di Roma - Credito Italiano
Outside Italy (on behalf of Italian banks, pursuant to the Law):
In England: Hambros Bank Limited, London
In Luxembourg: Kredietbank S.A., Luxembourg
In Switzerland: Unio Bank of Switzerland, Zurich

Conversion requests shall be honored only if accompanied by Debenture certificates bearing interest coupon no.8 (due July 1, 1989) and all subsequent interest coupons and by all principal coupons representing the principal amount of Debentures for which conversion is requested.

At the time of conversion the Holder shall pay, as provided in Article 5 of the Indenture relating to the borrowing, an amount equal to the issue price of the new shares attributable to paid-in capital transactions effected by INIZIATIVA M.E.T.A. S.p.A. (now FERRUZZI FINANZIARIA S.p.A.) and by SELM S.p.A., plus interest thereon from the date of dividend entitlement of such new shares to the date of conversion, minus a cash adjustment of proportional value in lieu of fractional shares.

The net amount to be paid by Holders along with each group of 1,000 Debentures submitted for conversion is Lit. 601.145.

The Applicant will be given a copy of the conversion request valid for the withdrawal of the common shares, savings shares and SELM and FERRUZZI FINANZIARIA debentures, as well as for the exercise of other rights accruing to Holders commencing July 1, 1989.

The Ferruzzi Finanziaria 7% Convertible Debentures 1986/1993 received upon conversion of the Debentures shall be immediately convertible into Ferruzzi Finanziaria savings shares to the extent and in the manner provided in the notice being concurrently published by Ferruzzi Finanziaria.

B) PAYMENT OF PRINCIPAL AND INTEREST

Holders who do not choose, within the month of May, to convert their Debentures, shall have the right to request, effective July 1, 1989, together with payment of the semiannual interest due as represented by interest coupon no.8, repayment of one-fifth of the principal amount originally represented by each certificate, in an amount equal to Lit. 1,000,000, by detaching principal coupon II.

UK COMPANY NEWS

Courtaulds buys US polymers stake

By Andrew Hill

COURTAULDS, the UK chemicals, textiles and industrial products group, has bought 10.5 per cent of Products Research & Chemical Corporation of the US for \$21.7m (£12.8m), to give itself a foothold in high technology polymer manufacture.

The purchase is covered by a "standstill agreement" which runs for up to ten years and gives PRC, which is quoted on the New York Stock Exchange, protection against a hostile takeover bid. Should a predator emerge, Courtaulds could step in as a white knight, using its holding as a platform for an agreed counter-bid.

Both companies intend to develop areas of mutual interest, for instance by channelling the sale of specialist polymers made by PRC through Courtaulds international distribu-

tion network.

Mr Sipko Huisman, the Courtaulds director responsible for the chemicals and industrial division, said yesterday: "We will be customers for some of those materials and polymers, and we'll develop other materials that PRC already makes, for markets to which we have access. It's basically about stepping up the technology content of products supplied to those markets."

Courtaulds' coatings operation is already involved in the application of materials produced by PRC, but the purchase of the stake gives the UK group a foothold in the manufacture of higher technology polymers for the adhesives, sealants and coatings markets.

Mr Huisman said one area of possible co-operation was in



Christopher Hogg, chairman of Courtaulds

the development of marine coatings, particularly for military purposes. Courtaulds'

paints division already supplies the US Navy, and could broaden its service to the international yacht market.

Markets supplied by PRC, which is based in Glendale, California, include the aerospace, defence, construction, telecommunication and power industries. In 1988 PRC earned \$8.1m on sales of \$100m.

Courtaulds is not allowed to increase its stake within ten years or sell any of its shares within five years without the agreement of the board. PRC has first refusal on the Courtaulds shares whenever they are sold.

The UK group will be released from the agreement if PRC's chairman and chief executive are removed, or another company makes an offer for or builds a large stake in PRC.

Buy-out at Tarmac subsidiary

By Charles Batchelor

A TEAM of 10 managers has staged a \$98m buy-out of Norwich Corrugated Board, a manufacturer of board for packaging, from Tarmac, the construction company. Norwich was a subsidiary of Baberford, acquired by Tarmac in 1988, and the buy-out forms part of the \$28m worth of disposals announced by Tarmac on Tuesday.

Norwich is believed to be the largest independent manufacturer of board in the UK which does not also have converting capacity - the ability to cut and print the board. This gives it a key position in the board industry where other manufacturers do have converting capacity or are part of larger paper-making groups.

Norwich made an operating profit of \$3.7m on turnover of \$39.4m in 1988. At the year end its net assets were \$2.1m. The buy-out, which has been led by Philidrew Ventures, a venture partnership affiliated to Phillips & Drew Management, involves \$20.5m worth of equity, \$11.5m of bank loans and \$4m of working capital.

Philidrew has underwritten all of the equity but will syndicate part of this to other investors later while National Westminster Bank has supplied the senior and revolving loans.

The management of Norwich, led by Mr Philip Foster, chief executive, has acquired a 24 per cent stake in the company though this could rise to around 30 per cent depending on the value of the company if it were to be sold or obtain a stock market listing.

News Digest

BRIXTON ESTATE Advance to over £16m year-end

BRIXTON ESTATE, the property developer and investor, raised its profits by \$2.95m to £16.16m pre-tax for the 1988 year. A final dividend of 6.25p lifts the total from 7.5p to 9.75p. A scrip issue on a one-for-one basis is also proposed.

Net rental income advanced from \$25.42m to \$29.23m. Investment profits amounted to \$15m (£12.17m) and dealing profits to £1.18m (£1.03m). After tax of \$3.96m (£3.38m) earnings emerged at 14.82p (11.94p).

A valuation of the group's completed and let properties, both in the UK and overseas, showed a surplus over book value of £138m before allowing for differences in year-end exchange rates.

At year-end investment properties totalled \$589m, a rise of £175m, or 42.3 per cent, and net assets were \$383m, equal to net asset value per share of 478p, an increase of 58.3 per cent.

The directors said that in view of the uncertainties of the interest rate market, arrangements had been entered into to fix the cost of borrowing in the UK so that 1989 profits were not sensitive to UK interest rate movements.

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a little over £1m for the opening six months the 1988-89 year.

The improvement was struck on the back of \$5.27m rise in turnover to \$5.58m. Earnings worked through at 2.7p (2.2p) and shareholders are to receive a maiden interim dividend of 1.25p per 10p share.

Mr Bob Morton, chairman, said the building contracting division had continued to trade successfully and had concluded negotiations for contracting work totalling over \$8m.

The integration of Kingham Construction, acquired in June, had been successfully completed and the company was now making its anticipated contribution to group profitability.

Hatfield Estates joined the USM in December 1987 and for the year to end-December 1988 returned profits of \$2.2m from a turnover of \$11.45m.

the purchase of Lloret Electrical Systems.

Earnings emerged at 10.3p (8.6p) and the proposed dividend is being increased from 1.75p to 2.25p. The directors said that in future the company would pay its dividends in two instalments, starting at the interim stage next August 1.

SHILOH
Difficulties on spinning side

Shiloh, the holding company with interests in textile spinning, disposable products

and protective clothing, reported a decrease in pre-tax profits from £1.45m to £1.24m for the year to March 23. Turnover fell from £16.83m to £15.32m.

Interest amounted to £124,000 (\$27,000) and, after tax down at \$427,000 (£505,000), earnings came out down at 14.33p (16.65p). Despite the downturn, the directors have recommended a final dividend of 1.5p (1.275p).

Mr FJ Genside, chairman, said that the profits were only slightly lower.

He added that the outlook for the coming year was uncertain because of continuing difficulties on the spinning side.

ENSIGN TRUST
Assets show 10.1% gain

Ensign Trust, in which the Merchant Navy Officers Pension Investments owns a majority stake, increased its net asset value by 10.1 per cent from \$2.5p to \$2.75p in the half year to March 31 1989.

Total income for the six months to end-March amounted to \$5.23m (\$4.6m) but revenue before tax was down from £1.85m to £1.24m, due to more than doubled interest charges of \$3.59m (£1.28m).

Earnings per share emerged at 0.28p (0.37p) after tax of \$98,000 (£754,000). An interim dividend of 0.3p (same) has already been announced. The directors currently expect that the year's total will be increased by an amount not less than the rate of inflation - last year's total was 1.2p.

The figures do not consolidate the results of the company's subsidiaries and should not be taken as a guide to the full year.

MOLYNX HOLDINGS
Ahead of forecast

Molynx Holdings, a manufacturer of equipment for the closed circuit TV industry which is also engaged in light engineering, returned profits of \$298,554 for the 1988 year on a turnover of \$5.45m.

That compares with \$208,770 and \$2.8m respectively for 1987 and with the profits forecast of not less than \$200,000 made last November at the time of

T.C.H. Investments N.V.
NOTICE IS HEREBY GIVEN to holders of BEARER Curacao Depository Receipts each representing one-tenth of one share of T.C.H. Investments N.V. that the Annual General Meeting of Shareholders of T.C.H. Investments N.V. will be held at 6, Jolan Cornisweg, Willemstad, Curacao on May 19, 1989 at 12.00 p.m. The agenda for the meeting and the Annual Report 1988 are available for holders of Depository Receipts at the office of PricewaterhouseCoopers N.V., P.O. Box 214, Willemstad, Curacao, where vouchers for entry to the meeting may be obtained against delivery on or before 12th May 1989 of Depository Receipts and proxies to vote may be obtained for each 10 Depository Receipts.

CARIBBEAN MANAGEMENT COMPANY N.V.
Willemstad, Curacao
April 27, 1989

Brixton Estate

International investors in commercial property

ANNUAL RESULTS 1988

| | 1988 £000's | 1987 £000's |
|--------------------------------|----------------|----------------|
| Net Rental Income | 29,232 | 25,419 |
| Profit before Taxation | 16,157 | 13,204 |
| Earnings per Share | 14.82p | 11.94p |
| Net Asset Value per Share | 478p | 302p |
| Value of Investment Properties | £589 million | £414 million |

- 15.0% increase in net rental income.
- 22.4% increase in profit before tax.
- 58.3% increase in net asset value per share.
- Final dividend of 6.25p per Ordinary Share proposed, making a total dividend for the year of 9.75p per share - an increase of 25.0%.
- Capitalisation issue of 1 for 1 proposed.
- Valuation surplus on completed and let properties - £139 million.

The above figures constitute an abridged version of the year's results. The full accounts which will be posted to shareholders on 26th May 1989 have not yet been reported on by the Auditors. They will be filed with the Register of Companies following the Annual General Meeting to be held on 27th June 1989.

"PEPSICO - RANKED AMONG AMERICA'S TEN MOST ADMIRED COMPANIES"

Fortune Magazine (Jan. '89)

Director of Finance c.£50,000 Package

Reporting to the Area Vice President you will be working with senior executives in the key areas of Finance and Accounting, Systems Development, Business Planning and Management Reporting.

This is a Board level appointment and the successful candidate will be expected to contribute fully at strategic as well as operational levels. In addition there will be liaison on broad commercial and financial issues with counterparts within our joint ventures, franchisees and PepsiCo.

Ideally you have an MBA and considerable financial experience. You're probably looking for your first Directorship and will be excited by the opportunity to use your skills in an organisation that's renowned for its management expertise.

Business Planning Manager c.£30,000 Package

An accomplished commercial strategist, you'll be bringing your expertise to all areas of business and financial planning; from the research and analysis of marketing data, to the preparation and presentation of detailed business proposals and plans.

You should have in-depth experience of planning - gained within a multinational or major retail concern. As the role will demand close ties with Board Directors and with our Franchise and Joint Venture Partners, you should also have proven business communication skills.

If you have an MBA or Accountancy qualification this position offers an excellent opportunity to gain thorough knowledge of PepsiCo's international operations and progress into senior management roles.

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THE FINANCIAL PROFESSIONAL'S PUBLISHER

UK COMPANY NEWS

Shares rise on news of £3.75m acquisition

Verson beats expectations with advance to £1.66m

By Richard Tomkins, Midlands Correspondent

SHARES IN Verson International, the group of British engineering businesses assembled by Texan entrepreneur Mr Tim Kelleher, shot up by 6½p to 34½p yesterday as the company announced another acquisition and a better-than-expected pre-tax profit of £1.66m for the year to January 31 1989.

The company is to buy British Federal, a manufacturer of welding and production line equipment, from Laird Group for £3.75m. It will pay with a vendor placing of 12.5m new Verson shares at 28p and £250,000 in cash.

Laird is selling the business as part of a general focusing of its activities that has been going on for 18 months. It has also put its Metro-Cammell railway carriage and Metro-Cammell Weymann bus and taxi subsidiaries on the market.

British Federal made profits before tax and management charges of just over £1m on turnover of £10.46m in the year to December, implying an exit price/earnings multiple of 6.

Verson's increase in pre-tax profits from £367,000 to £1.66m was made on turnover up from £31.71m to £39.71m. Earnings per share rose by 43 per cent to 2.08p (1.42p) and a final dividend of 0.4p is proposed, making 0.575p (0.33p).

The company's policy of building up an international sales network to push out the British companies' products continued with the opening of its seventh and eighth offices in Bourke, India, and Pittsburgh, Pennsylvania. A ninth office opens in Sydney, Australia, next month.

Mr Kelleher, chairman and chief executive, said the current year had begun with orders being "dramatically" above the same point last year, and he was highly confident of the near and long-term prospects.

"The purported recession in the UK would have a very little effect on Verson because our business is all about exports," he said.

Gross margins dipped alarmingly at Verson because the company offered customers price discounts in return for speedier progress payments, but the pay-off came at the pre-tax level thanks to the consequent drop in interest charges. Next time the company may seek a less frightening method of presenting its accounts: meanwhile there is little else to suggest that the company's momentum is flagging. Pro-forma gearing is tolerable at around 33 per cent, exposure to the UK economy is low, orders in hand are at £40m against £23m this time last year, and British Federal should add another £1m pre-tax. Eligibility for mainstream corporation tax will hinder earnings growth this year, but not much on present form, a possible £3.5m pre-tax should feed through to 3.5p eps, producing a prospective multiple of 10 — undemanding in spite of yesterday's rise in the share price.

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY: Indices of industrial production, manufacturing output (1985=100); engineering orders (£ billion); retail sales volume (1985=100); retail sales value (1985=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

| Year | Ind. prod. | Eng. order | Retail vol. | Retail val. | Unempl. | Vacancies |
|---------------|------------|------------|-------------|-------------|---------|-----------|
| 1987 4th qtr. | 107.9 | 108.4 | 28.1 | 183.3 | 210.5 | 2,889 |
| 1988 1st qtr. | 107.0 | 110.8 | 31.1 | 182.3 | 173.3 | 2,486 |
| 2nd qtr. | 109.2 | 112.3 | 33.2 | 187.0 | 181.1 | 2,394 |
| 3rd qtr. | 110.7 | 110.0 | 32.0 | 188.2 | 188.2 | 2,228 |
| 4th qtr. | 110.2 | 117.2 | 33.1 | 183.0 | 229.1 | 2,116 |
| 1989 1st qtr. | 109.3 | 112.3 | 31.3 | 187.7 | 180.5 | 2,384 |
| 2nd qtr. | 108.9 | 113.0 | 31.2 | 187.0 | 182.3 | 2,234 |
| 3rd qtr. | 110.5 | 115.8 | 31.7 | 186.0 | 191.4 | 2,287 |
| 4th qtr. | 110.4 | 115.8 | 32.1 | 185.5 | 187.7 | 2,228 |
| 1988 1st qtr. | 111.0 | 116.5 | 32.0 | 184.4 | 185.0 | 2,192 |
| 2nd qtr. | 110.3 | 116.7 | 32.4 | 182.2 | 188.7 | 2,152 |
| 3rd qtr. | 111.0 | 117.0 | 33.0 | 184.0 | 180.0 | 2,105 |
| 4th qtr. | 110.5 | 117.0 | 33.1 | 180.0 | 272.2 | 2,837 |
| 1989 1st qtr. | 108.3 | 118.5 | 32.9 | 187.4 | 184.1 | 1,988 |
| 2nd qtr. | 109.0 | 117.3 | 32.7 | 183.0 | 186.0 | 1,840 |

OUTPUT: By market sector: consumer goods; investment goods; intermediate goods (materials and fuels); engineering output; metal manufacture; textiles; leather and clothing (1985=100); housing starts (000s, monthly average).

| Year | Consumer goods | Investment goods | Intmd goods | Eng. output | Metal mfg. | Textiles | Housing starts |
|---------------|----------------|------------------|-------------|-------------|------------|----------|----------------|
| 1987 4th qtr. | 108.9 | 106.8 | 107.9 | 107.4 | 112.7 | 103.4 | 17.0 |
| 1988 1st qtr. | 109.5 | 105.7 | 107.7 | 107.1 | 117.0 | 103.9 | 20.2 |
| 2nd qtr. | 113.0 | 108.1 | 108.7 | 108.7 | 120.3 | 101.0 | 22.3 |
| 3rd qtr. | 114.1 | 108.2 | 108.2 | 114.9 | 123.7 | 102.2 | 24.4 |
| 4th qtr. | 114.0 | 108.0 | 107.0 | 110.0 | 118.0 | 101.0 | 18.4 |
| 1989 1st qtr. | 112.7 | 108.3 | 108.8 | 108.0 | 119.0 | 102.0 | 22.3 |
| 2nd qtr. | 111.0 | 111.0 | 108.0 | 112.0 | 119.0 | 101.0 | 23.5 |
| 3rd qtr. | 113.5 | 112.0 | 108.5 | 114.0 | 124.0 | 102.0 | 25.0 |
| 4th qtr. | 113.0 | 114.0 | 108.1 | 116.0 | 126.0 | 102.0 | 26.5 |
| 1988 1st qtr. | 111.0 | 111.0 | 108.0 | 110.0 | 120.0 | 101.0 | 20.1 |
| 2nd qtr. | 111.0 | 111.0 | 107.0 | 110.0 | 118.0 | 101.0 | 18.0 |
| 3rd qtr. | 115.4 | 115.0 | 107.4 | 117.0 | 115.0 | 102.0 | 21.4 |
| 4th qtr. | 116.2 | 116.5 | 106.3 | 116.0 | 124.0 | 104.0 | 14.1 |
| 1989 1st qtr. | 116.2 | 116.2 | 104.0 | 116.0 | 123.0 | 101.0 | 16.4 |
| 2nd qtr. | 116.4 | 115.7 | 103.5 | 115.0 | 125.0 | 102.0 | 18.1 |

EXTERNAL TRADE: Indices of export and import volumes (1985=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1985=100); official reserves.

| Year | Export volume | Import volume | Visible balance | Current balance | Oil balance | Terms of trade | Reserve US\$bn |
|---------------|---------------|---------------|-----------------|-----------------|-------------|----------------|----------------|
| 1987 4th qtr. | 111.0 | 120.8 | -3,289 | -1,968 | +1,073 | 87.0 | 44.33 |
| 1988 1st qtr. | 106.2 | 118.5 | -4,020 | -3,001 | +730 | 87.0 | 44.84 |
| 2nd qtr. | 111.4 | 127.7 | -6,538 | -2,744 | +815 | 98.7 | 40.52 |
| 3rd qtr. | 110.0 | 133.7 | -8,098 | -3,438 | +480 | 99.2 | 39.23 |
| 4th qtr. | 108.8 | 138.0 | -8,304 | -5,483 | +340 | 98.0 | 51.89 |
| 1989 1st qtr. | 110.7 | 126.0 | -1,237 | -854 | +271 | 98.2 | 47.86 |
| 2nd qtr. | 109.2 | 127.2 | -1,715 | -1,033 | +289 | 98.3 | 48.33 |
| 3rd qtr. | 114.0 | 130.0 | -1,572 | -910 | +275 | 99.0 | 48.52 |
| 4th qtr. | 107.0 | 141.0 | -2,559 | -1,813 | +119 | 98.8 | 49.83 |
| 1988 1st qtr. | 108.8 | 127.8 | -1,657 | -1,205 | +97 | 98.0 | 50.83 |
| 2nd qtr. | 114.1 | 131.0 | -1,475 | -720 | +104 | 99.1 | 50.48 |
| 3rd qtr. | 103.7 | 139.5 | -2,558 | -2,382 | +87 | 97.8 | 50.05 |
| 4th qtr. | 107.1 | 131.5 | -1,868 | -1,812 | +132 | 97.8 | 51.04 |
| 1989 1st qtr. | 109.1 | 135.8 | -1,493 | -1,493 | +14 | 98.7 | 51.89 |
| 2nd qtr. | 114.5 | 148.1 | -2,999 | -1,899 | +103 | 100.3 | 51.71 |
| 3rd qtr. | 104.9 | 138.9 | -1,890 | -1,190 | +18 | 100.0 | 51.89 |
| 4th qtr. | 113.8 | 138.9 | -1,890 | -1,190 | +107 | 100.3 | 50.48 |

FINANCIAL: Money supply M0, M1 and M3 (annual percentage change); bank sterling lending to private sector; building societies' net inflow; consumer credit; all seasonally adjusted. Clearing Bank base rate (end period).

| Year | M0 % | M1 % | M3 % | Bank lending | BS credit | Consumer | Base rate % |
|---------------|------|------|------|--------------|-----------|----------|-------------|
| 1987 4th qtr. | 4.9 | 22.2 | 22.9 | +1,202 | 3,007 | +946 | 8.50 |
| 1988 1st qtr. | 8.2 | 20.8 | 20.8 | +12,903 | 3,051 | +965 | 8.50 |
| 2nd qtr. | 6.6 | 18.2 | 20.6 | +15,243 | 4,173 | +1,167 | 8.50 |
| 3rd qtr. | 7.7 | 17.3 | 22.7 | +15,740 | 3,182 | +1,052 | 11.50 |
| 4th qtr. | 7.7 | 14.3 | 20.5 | +13,279 | 3,168 | +873 | 12.75 |
| 1989 1st qtr. | 5.4 | 20.0 | 18.8 | +3,798 | 3,368 | +363 | 7.50 |
| 2nd qtr. | 7.2 | 18.5 | 20.4 | +5,148 | 1,238 | +429 | 9.50 |
| 3rd qtr. | 6.8 | 18.1 | 21.1 | +5,152 | 1,282 | +345 | 10.00 |
| 4th qtr. | 7.8 | 15.8 | 20.5 | +3,274 | 1,178 | +471 | 12.00 |
| 1988 1st qtr. | 8.5 | 17.3 | 22.7 | +5,878 | 821 | +276 | 12.00 |
| 2nd qtr. | 7.7 | 13.7 | 19.8 | +4,233 | 1,583 | +186 | 12.00 |
| 3rd qtr. | 7.7 | 11.7 | 20.8 | +3,761 | 788 | +382 | 13.00 |
| 4th qtr. | 7.7 | 14.3 | 20.5 | +6,199 | 819 | +285 | 13.00 |
| 1989 1st qtr. | 7.2 | 11.4 | 21.3 | +5,580 | 784 | +224 | 13.00 |
| 2nd qtr. | 8.6 | 13.6 | 22.2 | +2,288 | +18 | +284 | 13.00 |

RELATION: Indices of earnings (1985=100); basic materials and fuels; wholesale prices of manufactured products (1985=100); retail prices and food prices (Apr 1987=100); Reuters commodity index (Sept 1937=100); trade weighted value of sterling (1975=100).

| Year | Earnings | Basic mts. | Wholesale | RPI | Food | Reuters comd. | Sterling |
|---------------|----------|------------|-----------|-------|-------|---------------|----------|
| 1987 4th qtr. | 120.5 | 96.4 | 109.8 | 103.2 | 101.7 | 1,883 | 74.9 |
| 1988 1st qtr. | 121.8 | 96.9 | 111.8 | 103.7 | 102.5 | 1,747 | 75.3 |
| 2nd qtr. | 124.8 | 97.8 | 112.6 | 105.2 | 102.8 | 1,617 | 77.8 |
| 3rd qtr. | 127.8 | 98.8 | 113.9 | 106.6 | 104.7 | 1,902 | 75.9 |
| 4th qtr. | 131.8 | 100.1 | 115.2 | 109.9 | 105.7 | 1,887 | 77.5 |
| 1989 1st qtr. | 129.8 | 98.0 | 114.0 | 108.5 | 104.8 | 1,338 | 78.3 |
| 2nd qtr. | 128.3 | 99.4 | 113.8 | 108.7 | 104.0 | 1,070 | 75.8 |
| 3rd qtr. | 128.8 | 98.8 | 113.9 | 107.9 | 104.4 | 1,263 | 78.5 |
| 4th qtr. | 127.3 | 98.2 | 114.2 | 108.4 | 104.8 | 1,473 | 78.3 |
| 1988 1st qtr. | 128.9 | 98.0 | 114.0 | 109.5 | 104.8 | 1,874 | 78.3 |
| 2nd qtr. | 131.2 | 99.8 | 115.2 | 110.0 | 105.7 | 1,888 | 77.1 |
| 3rd qtr. | 135.7 | 102.5 | 110.4 | 110.3 | 106.5 | 1,821 | 79.0 |
| 1989 1st qtr. | 131.8 | 104.0 | 116.4 | 111.0 | 107.4 | 1,959 | 87.9 |
| 2nd qtr. | 132.0 | 101.8 | 116.8 | 111.8 | 107.7 | 1,954 | 87.4 |
| 3rd qtr. | 132.0 | 101.0 | 117.2 | 112.3 | 108.3 | 1,998 | 85.0 |

Public debut for Mid Kent

By Andrew Hill

DEALINGS IN the shares of Mid Kent Holdings, the first water utility to become a quoted public limited company, should appear on Stock Exchange screens from tomorrow at the latest.

The new shares — which investors in Mid Kent Water Company were offered in exchange for their statutory company stock — were admitted to the Stock Exchange's Official List last week.

But because the new public limited company has only two marketmakers, Mid Kent was registered as a delta stock and company shares were offered in exchange for their statutory company stock — were admitted to the Stock Exchange's Official List last week.

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Goldman lifts stake in Gateway

By Nikki Tait

THE UK-BASED securities arm of Goldman Sachs, the US investment house, yesterday announced the purchase of a further 2.5m shares in Gateway, the UK food retailer which is subject to a hostile £1.73bn bid from a newly formed, institutionally-backed company called Isoceles.

This takes the Goldman holding to 12.4m shares, or 1.39 per cent of Gateway's equity.

The shares were bought at prices ranging from 191.5p to 192.5p a share — below Isoceles's 195p cash offer.

Yesterday, from New York, Goldman said that the increased holding was part of its "normal risk arbitrage" activities.

Melville expands into Europe with Dutch buy

By David Waller

MELVILLE GROUP, the exhibition contractor which claims to be the largest operator in its field in the UK, is making its first European acquisition with the purchase of Giessen, a Dutch supplier of exhibition stands, for £10.47m (£2.84m), plus the repayment of debts totalling £1.295m.

Airsprung makes £3.4m purchase

Airsprung Group, USM-quoted furniture maker, has acquired Bymacks for £3.4m in cash, paid on completion from the company's resources.

Bymacks makes three piece suites and bed sets. For 1988 its pre-tax profits were \$487,000 on turnover of \$8.71m. Net assets at December 31 were \$756,500.

Baird acquisition

William Baird, textiles and engineering group, has acquired RB Adda Systems of Hull, a maker and distributor of prefabricated buildings, for £2m in cash and shares.

Further consideration is profit-related. For the year to June 1988 Adda's pre-tax profit was £340,000. Net assets acquired on completion amounted to about £400,000.

BANQUE FRANCO PORTUGAISE

Capital Increase

Strengthening of the partnership with Portugal's first banking Group

The shareholders of the Banque Franco Portugaise, COURTNEIGH INVESTMENT COMPANY and BANCO NACIONAL ULTRAMARINO, have decided to carry out immediately an increase in capital aiming to strengthen the growth of the Bank.

Banco Nacional Ultramarino is a Portuguese bank with public capital whose chief shareholder is Caixa Geral de Depositos, the most important Portuguese banking establishment, the other shareholder being the Portuguese State.

These two banking establishments have together more than 500 branches covering the whole of the Portuguese territory, and make up with the insurance company, Fidelidade the main financial group in Portugal.

The shareholders consider that all is in place to enable the B.F.P. to strengthen its presence on the French banking market and to intensify its development as a privileged system of contact with the Portuguese banking network.

The Banque Franco Portugaise has doubled its commercial network since 1980 with 42 branches in France and Monaco and has equipped this network with a particularly efficient computer system. With 70 years of international experience, the Bank is today at the forefront of all foreign banks which are operating in France.

8 rue du Helder, 75009 PARIS Tel. (1) 45.23.30.40

WATMOUGHS (HOLDINGS) PLC

- Record results in our centenary year
- Acquisition of Varnicoat
- Successful 1 for 4 rights issue

Summary of results, year to 31 December 1988

| | 1989 | 1988 | Increase |
|--------------------|--------|--------|----------|
| Profit before tax | £6.8m | £4.8m | 41% |
| Earnings per share | 27.58p | 22.37p | 23% |
| Dividend per share | 8.50p | 6.875p | 24% |

"The acquisition of Varnicoat Limited and founding of Chantry Web Limited provide an excellent opportunity to expand the interests of the Group... We are confident that 1989 will be another year of significant progress and growth." Patrick Walker, Chairman

Warmoughs is one of the United Kingdom's largest printers of high quality supplements and magazines; mail order catalogues and brochures, annual reports and accounts and financial documents with growing interests in packaging and mailing services.

Copies of the annual report are available from the Secretary, Warmoughs (Holdings) PLC, Jason House, Hillam Road, Bradford, West Yorkshire BD2 1QN.

SCHERING

Notice of Annual General Meeting

Schering Aktiengesellschaft
Berlin and Bergkamen
(Securities Code Nos. 717 200 and 717 201)

Shareholders are invited to attend this year's Annual General Meeting, which will take place on Wednesday, 14th June, 1989 at 10 a.m. at the International Congress Centre Berlin, Messedamm/Neue Kantstrasse, 1000 Berlin 19 (Charlottenburg).

Agenda

- To present the approved accounts, the group accounts, the annual report for Schering A.G. and the group annual report for the business year 1988 together with the report of the Supervisory Board.
- Resolution upon the appropriation of the net profit for the year.
- Resolution upon discharging the Board of Management.
- Resolution upon discharging the Supervisory Board.
- Election of Supervisory Board.
- Resolutions to increase the nominal capital by transfer from reserves in a ratio of 20:1.
- Resolution on convertible bond issues and bond issues with equity warrants attached and an increase in conditional capital.
- Resolution on creation of authorised capital I.
- Resolution on creation of an authorised capital II.
- Resolution on company contracts.
- Election of accountants for the financial year 1989.

The complete agenda, including the resolutions put forward, is due to appear in the 27th April, 1989 issue (No. 80) of Bundesanzeiger (Federal Gazette). Please refer to this announcement for details of the agenda and of the procedure for depositing shares in order to attend the Meeting. Closing date for such deposits will be Wednesday, 7th June, 1989.

Pursuant to Section 125 of the German Companies Act we have sent Notices to Shareholders and the abridged version of our annual report for 1988 intended for all holders of Schering shares to every bank holding Schering shares in safe custody, for them to pass on to all holders of Schering shares. Shareholders who have their Schering shares held in safe custody by a bank and have not as expected received these documents from their bank by the beginning of June 1989 are requested to apply for them to their bank.

Berlin, 27th April, 1989
The Board of Management

U.S. \$100,000,000

Fortune Federal Savings and Loan Association

Collateralized Floating Rate Notes Due 1992

Interest Rate 10¼% per annum

Interest Period 27th April 1989 to 27th July 1989

Interest Amount per U.S. \$100,000 Nota due 27th July 1989 U.S. \$2,590.97

Credit Suisse First Boston Limited
Agent Bank

Schlumberger

SCHLUMBERGER FIRST QUARTER EARNINGS

New York, New York, April 20 — Schlumberger Limited reported that net income in the first quarter of 1989 was \$82 million compared to \$101 million earned in the same period of the previous year. Earnings per share were \$0.35 compared to \$0.37. The company noted that the decline in first quarter net income was due mainly to a net decrease in interest income of \$19 million primarily as a result of repurchasing approximately 34.5 million shares during 1988 at a cost of \$1.2 billion. Operating revenue in the first quarter was \$1.18 billion compared to \$1.25 billion in 1988.

Commenting on operating results, Euan Baird, Chairman, said "Lower gas prices and persistent scepticism that the run-ups in oil price since the November OPEC production agreement will not be sustained have continued to depress North American drilling activity to a level 25% below the average of the first quarter 1988. However, outside of North America, our oilfield services revenue was higher and income gained significantly due to increased oil company spending in areas where finding costs are the most attractive."

"At Schlumberger Industries, our utility metering and electronics businesses, results nearly equalled the previous year's first quarter when all-time records were set for revenue, net income and orders."

COMMODITIES AND AGRICULTURE

Saudis counter Kuwaiti Opec share proposals

By Steven Butler

KING FAHD of Saudi Arabia has said that increases in production by members of the Organisation of Petroleum Exporting Countries should be shared among members according to their current share of total Opec production.

The remarks appear to be a rebuff to Sheikh Ali Khalifah Al-Sabah, the Kuwaiti oil minister, who has suggested that Kuwait and the United Arab Emirates share the bulk of any increases.

Speaking prior to a meeting of the Gulf Cooperation Council in Riyadh, King Fahd also cautioned against any hasty decision by Opec to increase production. He said Opec decisions should have a negative effect on world oil prices.

The king's remarks, which were quoted in Saudi newspapers, go a step further toward setting the stage for the Opec ministerial conference, due to begin on June 5. The conference will consider proposals to increase the Opec production ceiling in response to the recent strength of oil prices.

Several Opec members are attempting to strengthen their positions either for defending or increasing their quota shares. This has increased expectations that the meeting could turn out to be contentious.

However the king's remarks were seen by some as decreasing



King Fahd - remarks seen as a rebuff to Kuwait

ing chances that disagreements between Opec members would come to a boil at the June meeting, and that instead the oil producers would do what they could to avoid upsetting markets.

"No one will be prepared to upset the apple cart," said Mr Phillip Morgan, an oil analyst at Citicorp. Mr Morgan believes instead that contentions may be put off until a meeting later this year likely to be held in November or December.

Oil prices have risen sharply following a spate of production problems in the North Sea and in Alaska. Stronger-than-expected demand has also underpin-

ned prices, although analysts disagree about both supply and demand figures as well as projections of future trends.

Many analysts believe that Opec has enjoyed high oil prices this year only because of luck, in which serious over production by Opec has been counteracted by unexpected supply problems hitting non-Opec producers.

"We've got a very soft underlying in the oil market for an extended period of time," he said.

Mr Toalster does not accept the high estimates for underlying growth of oil demand that many have proffered, and believes that instead a number of one-off events, such as shut-downs of nuclear reactors in France, account for the recent strength.

He also disputes a growing consensus that Opec has learned from previous price collapses and is now more pragmatic. Instead, he says, Opec countries are positioning themselves for future battles over quota shares, and it is only a question of time before a production war breaks out as part of an effort to claim a bigger market share.

Government criticised on farm research

By Bridget Bloom

BRITAIN'S farming organisations have criticised the Government's continuing lack of a clear strategy on agricultural research following the decision a year ago to cut a further £20m from the farm research budget.

In three meetings held with the Ministry of Agriculture officials over the last few days, delegates from the National Farmers Union, from the Royal Agricultural Society and other bodies representing producers have called on the Government to review and define its strategy.

An independent review would help farmers decide how and to what extent they could increase their own research funding in response to the Government's demand that industry should take up projects, defined as "near-market," that the Government was proposing to abandon, the NFU said yesterday.

Chris French, deputy NFU President, said it was impossible for the agricultural industry to make sensible decisions about its research priorities and the level of funding without knowing what before and in detail what the Government intended to do for several years ahead.

The proposed cuts in the £145m farm research budget, which come on top of cuts of some £63m since 1985, are part of an economy-wide drive by Government to rationalise officially funded research and development.

However, agriculture has been the first department to be subjected to such detailed cuts. A series of meetings between agricultural industry representatives and government officials over the last 10 months has failed to produce an agreed programme which might be funded from government to industry.

In late March, Lady Trumpington, junior agriculture minister who has been in charge of the exercise, gave industry two months to decide what projects it wanted to fund. These range from several experimental horticultural and farm stations to programmes for the development of disease resistant seeds.

UK to test pilot nitrate protection zones

By Bridget Bloom, Agriculture Correspondent

BRITAIN is to establish special nitrate protection zones on an experimental basis in advance of a requirement to do so under a European Community directive.

The zones, which will be established in areas where nitrate concentrations in drinking water are at or near the maximum levels established by the EC, will be voluntary in the first instance, and farmers having to cut back on the use of fertiliser will be compensated financially.

Mr Julian Anderson, under secretary in charge of land and environmental affairs in the Ministry of Agriculture, told a parliamentary select committee yesterday that the protection zones would be drawn up in association with the water authorities and the National Rivers Authority. The NRA is the new regulatory body being created by the privatisation of British water supplies.

The pilot zones would be the subject of extensive consultation with some 180 interested parties, as well as an "intensive advisory campaign in selected key areas."

Mr Anderson told the House of Lords Committee on the European Communities.

However, neither Mr Anderson nor his officials would be drawn on the precise location or number of the pilot "nitrate sensitive areas," nor on the likely restrictions on nitrate use and the consequent effect on farmers.

More of these details would be revealed next month, when amendments would be tabled to the Water Bill in committee stage in the Lords, Mr Anderson said. This would be rapidly followed by a consultation paper setting out the government's plans in detail.

Mr Anderson was giving evidence to the Committee's inquiry into a draft European Commission directive requiring the establishment of nitrate protection zones in member states. Although the directive is before the EC council of ministers, it requires unanimous approval and is likely to be toughly negotiated. It is unlikely to come into effect for at least a year.

In a joint memorandum to the Lords Committee the agriculture ministry and the Department of the Environment welcomed the directive unreservedly and unconditionally.

While Britain welcomed the Commission's initiative in seeking a Community-wide policy on nitrates, the directive was potentially too sweeping. In a "worst case scenario" it could result in restrictive protection zones being established over the great bulk of arable land in Britain, the memo said.

Britain's intention to set up pilot protection zones was signalled at the end of last month by Mr John MacGregor, the Minister of Agriculture, who said that wherever possible, restrictions should be voluntary, with compulsory powers available as a fall back.

While a number of EC member states have tougher controls on pollution from animal manure and slurry than Britain, Germany has gone farthest so far in setting up pilot protection zones.

Yesterday, officials said the Government felt such exper-

mental zones would test the sort of restrictive measures necessary to make controls on nitrates effective.

Mr Anderson told the Committee that reducing nitrate levels to the 50mg per litre limit in drinking water sources prescribed by the EC was much more complex than simply reducing the application of fertiliser by 15 or 20 per cent.

Chemical fertilisers used by arable farmers are a major cause of nitrate pollution of ground or surface water. Animal manure and ploughing up grassland were equally important.

It was also important to note that changes in cultural practices over the last few years - including a significant reduction in the autumn use of fertilisers and earlier autumn planting of cereals - seemed to be having an effect.

Officials told the Committee that nitrate levels in rivers and underground aquifers (especially in Lincolnshire and Cambridgeshire) had been broadly stable for the last three years, against the trend of earlier predictions.

Crisis for Egypt's King Cotton

Tony Walker on Government efforts to stimulate farmers' interest

IT WAS not so long ago that cotton was king in Egypt. The extra long staple variety of Egyptian cotton exported in large quantities and considered the best in the world was the country's main foreign exchange earner.

High prices gave Egyptian farmers real incentives to maintain both the quality and quantity of production.

The nationalisations and sequestrations of the 1960s changed dramatically, however, the complexion of a successful industry.

The accompanying table tells a depressing story of an almost uninterrupted slide over the past decade - continuing a pattern established in the 1960s and 1970s - in cotton yields, overall production and quantities available for export. The direct correlation between returns to farmers and the sector's poor performance is obvious.

This year, the authorities appear, belatedly, to have recognised they have something of a crisis on their hands after a disastrous 1988.

On March 1, the cotton procurement price was raised 34 per cent to about E197 (US\$60.00 per kantar (one kantar equals about 50kg)) and a publicity campaign was launched to persuade farmers to plant their crops on time in order to ensure good yields.

One of the reasons advanced for the bad results in 1988 was that farmers delayed planting because they were receiving excellent returns for beans, clover which precedes cotton in 90 per cent of the fields under Egypt's system of crop rotation.

Berseem, a stock-feed rather like lucerne, is not subject to price controls. Bad weather, including blistering mid-season heat and a cold and wet harvest contributed to the poor yield. Added to that was the apparent increasing lack of enthusiasm among cotton farmers for what is known among the peasants as the "government crop."

One hundred per cent of the sugar and cotton crops, and 50 per cent of the rice harvest are "acquired" by the Government at controlled prices that in the case of Egypt's premium long-staple cotton reached about 25 per cent of the world price.

The Government, mindful of the farmers' lack of enthusiasm for cotton these days, has, apart from raising the procurement price, offered further incentives such as a premium payment for prompt compliance with the campaign to improve cotton yields. Penalties for non-compliance such as the withholding of subsidised fertiliser and pesticides are also being introduced.

Agricultural experts doubt that the jump in the procurement price will provide a sufficient incentive for farmers to dramatically increase production.

The best the Government can hope for, they say, is to stabilise production at around the 1987 level of 7m kantars which was down by about 13 per cent on the previous year.

Dr Hassan Kheir, an under-secretary in Egypt's agriculture ministry, said that while it was impossible to predict what impact the increase in the official procurement price might have on production it should be noted that Egyptian farmers benefited from heavily subsidised inputs. Farmers paid about E235 for pesticides per feddan (about an acre) against the actual cost of some E160 per feddan.

Dr Kheir estimated that the 34 per cent March 1 price increase would mean a net gain to cotton farmers of about E2400 per feddan. Even taking into account subsidised inputs, however, this represents at best a return to farmers of about 35 per cent of the world price.

| Year | Area ('000 feddans) | Yield (kantar per feddan) | Prod (m kantars) | Exports (m kantars) |
|-------|---------------------|---------------------------|------------------|---------------------|
| 1980 | 1,245 | 8.50 | 10,57 | 3.24 |
| 1981 | 1,178 | 8.47 | 9,98 | 3.47 |
| 1982 | 1,064 | 8.54 | 9,21 | 3.61 |
| 1983 | 988 | 8.82 | 8,00 | 3.33 |
| 1984 | 984 | 8.12 | 7,98 | 3.04 |
| 1985 | 1,081 | 8.86 | 9,51 | 3.00 |
| 1986 | 1,035 | 7.84 | 8,08 | 2.43 |
| 1987 | 989 | 7.15 | 7,01 | 1.78 |
| 1988 | 1,013 | 6.11 | 6,19 | 1.25 |
| 1989* | 1,180 | 8.87 | 10,58 | |

Dr Shamel Abaza, the President of the Alexandria Cotton Exporters Association, believes that the system designed to provide consumers with low-cost fabric - three-quarters of subsidised production is earmarked for local mills - makes no sense for a country starved of foreign exchange.

Dr Abaza, whose organisation comprises nationalised cotton marketing companies, commented recently that "such low prices which are designed to subsidise the domestic spinning mills are reflecting adversely on inland buying prices to the detriment of cultivators."

Representatives of cotton marketing organisations are particularly concerned that Egypt, because of the continued apparent reluctance of the government to raise the price of premium extra long staple available for export, may be losing its position as the preeminent supplier of quality cotton to the world market.

Amounts available for export in 1988 dropped by almost 30 per cent to 1.2m kantars compared with the year before. Little recovery is expected this year, in spite of these gloomy forecasts, however, the Government appears reluctant to raise the price of premium extra long staple available for export, may be losing its position as the preeminent supplier of quality cotton to the world market.

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Fishing contract signed by Peru will be scrapped

By Veronica Baruffati

THE controversial fishing contract signed between the Peruvian government and the governments of Cuba and the Soviet Union is to be annulled, according to Mr Romulo Leon Alegría, Peruvian Fisheries Minister.

Mr Leon blamed the deluge of criticism from all sectors of the opposition and even the nation's General Inspectorate for causing the Cubans and Soviets to leave Peruvian waters.

By losing these two important contracts, "Peru will no longer receive the 100,000 tonnes of frozen fish needed to feed large sectors of the Peruvian population," said Mr Leon.

Mr Leon has vigorously supported the fishing contract with these two countries because, he maintains, they are the only countries equipped to fish in the high seas and willing to fish cheaper varieties. At the time of the signing of the contract, the National Fishing Society accused the Government of giving the Cubans and the Soviets preferential treatment.

Fresh speculation over sugar trading strategy

By David Blackwell

THE UNCERTAINTY surrounding the likely take-up tomorrow of deliveries against May sugar futures contracts raises fresh speculation about the trading strategies of Cuba and the Soviet Union, according to the latest Sugar Review from Czarnikow, the London trade house.

"Apart from the total tonnage which may be traded on both sides, the impact on the market can also vary depending on the extent to which Cuba is able to channel shipments via the world market at the expense of trade agreement deliveries," says the report.

A large open position remains on May futures contracts in both London and New York.

Czarnikow believes that "some 1m tonnes will be taken up by one French trade house closely involved in trade with Cuba and the USSR."

Last week Sacré et Denrees let it be known in the markets that it would be taking delivery of its open positions.

Czarnikow points out that suggestions that Cuba might defer export commitments could be seen in an optimistic or pessimistic light, as could the size of both the Cuban crop and Soviet requirements.

Indonesia plans to re-open tin mines

By David Blackwell

INDONESIA, hoping to cash in on the current tin price surge, said it will re-open tin mines in Belitung Island and host exploration of nearby offshore areas, Reuters reports from Jakarta.

Sujatmiko, president-director of state tin mine PT Tambora Timah, said: "We will re-open our tin mines in Belitung island as current price levels make it profitable to produce tin."

Mining on Belitung, just east of Indonesia's main tin producing island of Bangka, was halted as part of efficiency measures following the 1985 tin crash.

Sujatmiko said Indonesia would stick to its export quota of 31,500 tonnes in 1989-90 as agreed with the Association of Tin Producing Countries (ATPC).

He said export quotas were set to cut overhanging stocks but it is up to individual producers to decide whether to release their stocks on to the market.

Mines and Energy Minister Ginanjar Kartasasmita said last week the country's stocks were around 2,500 tonnes.

WORLD COMMODITIES PRICES

LONDON MARKETS

Cocoa prices closed yesterday at the lowest levels for almost seven months as a French trade house sold nearby positions. The July contract finished £15 down at £745 a tonne after recovering from a day's trading low of £739. Dealers said the market was confused as the same trade house had been the buyer on Tuesday. "Nobody quite knows whether this is linked to physical activities or not, but it seems to be a lot of technical trading going on," one commented. In contrast, coffee prices jumped on news of an indefinite dock strike in Brazil and a firm dollar. But gains were tempered when New York arabica prices failed to rise as much as expected on the Brazilian news. On the LME, nickel prices fell below \$15,000 a tonne in the morning on influential merchant selling.

| Commodity | Price |
|------------------------------------|--------------------|
| Dubai | \$10.20-7.30c 4.50 |
| Brent Blend | \$18.15-9.25c 4.75 |
| WTI, (11 pm est) | \$17.03-0.84c 4.25 |
| Oil premium | \$2.00 |
| Oil premium delivery per tonne CIF | +0.10 |
| Premium Gasoline | \$29.28c +2 |
| Gas Oil | \$19.18c +0 |
| Heavy Fuel Oil | \$17.10c +0 |
| Marine Fuel Oil | \$18.10c +2 |
| Other | +/- |
| Gold (per troy oz) | \$384.0 |
| Silver (per troy oz) | \$78c |
| Platinum (per troy oz) | \$480.0 |
| Palladium (per troy oz) | \$118.85c -0.00 |
| Aluminium (free market) | \$220c -0.70 |
| Copper (US Producer) | \$148.40c +0.40 |
| Lead (US Producer) | \$75c |
| Nickel (free market) | \$70c |
| Tin (European free market) | \$1064.50 |
| Tin (Kuala Lumpur market) | \$292.50 |
| Tin (New York) | \$485.75c -0.21 |
| Zinc (US Prime Western) | \$77.50c |
| Cattle (live weight) | \$2.00 |
| Sheep (live weight) | \$1.80 |
| Pigs (live weight) | \$2.20 |
| London daily sugar (white) | \$320.00 |
| London daily sugar (brown) | \$340.50 |
| Tate and Lyle export price | \$282.50 |
| Barley (English best) | \$104.00 |
| Maize (US No. 3 yellow) | \$189.50 |
| Wheat (US Dark Northern) | \$154.00 |
| Rubber (RSS No 1) | \$62.00c -0.25 |
| Rubber (SMR) | \$65.00c -0.25 |
| Rubber (JCI) | \$67.50c -0.25 |
| Rubber (RSS No 1 May) | \$60.00c -1 |
| Copra (oil) | \$280.00 |
| Palm Oil (Malaysian) | \$387.50 |
| Cocoa (Philippines) | \$350.00 |
| Soyabean (US) | \$119.50 |
| Wool (US Super) | \$1.50 |
| Wool (US Super) | \$2.00 |

COCOA

| Month | Close | Previous | High/Low |
|-------|-------|----------|----------|
| May | 727 | 744 | 740 724 |
| Jul | 746 | 751 | 752 738 |
| Sep | 766 | 776 | 770 754 |
| Oct | 802 | 817 | 810 788 |
| Nov | 797 | 809 | 800 780 |
| May | 800 | 812 | 810 780 |
| Jul | 791 | 801 | 800 780 |
| Sep | 797 | 809 | 800 780 |
| Oct | 800 | 812 | 810 780 |
| Nov | 797 | 809 | 800 780 |

Turnover: 1159 (5332) lots of 10 tonnes
 ICO indicator prices (50% per tonne). Daily price for Apr 25: 811.27 (813.14) 10 day average for Apr 26: 804.92 (807.63)

| Month | Close | Previous | High/Low |
|-------|-------|----------|-----------|
| May | 1189 | 1168 | 1189 1170 |
| Jul | 1158 | 1112 | 1138 1112 |
| Sep | 1083 | 1077 | 1097 1085 |
| Nov | 1063 | 1066 | 1077 1066 |
| Jan | 1056 | 1054 | 1064 1063 |
| Mar | 1060 | 1056 | 1060 1050 |
| May | 1060 | 1058 | 1064 |

Turnover: 5601 (2980) lots of 5 tonnes
 ICO indicator prices (US cents per pound) for Apr 25: 25.81 (25.87) 10 day average for Apr 26: 25.84 (25.87)

| Month | Close | Previous | High/Low |
|-------|-------|----------|----------|
| May | 267 | 274 | 274 267 |
| Jul | 280 | 277 | 278 268 |
| Oct | 269 | 275 | 270 268 |
| Nov | 269 | 275 | 270 268 |
| Dec | 269 | 275 | 270 268 |
| Jan | 269 | 275 | 270 268 |
| Feb | 269 | 275 | 270 268 |
| Mar | 269 | 275 | 270 268 |

Turnover: 130 (100) lots of 40 tonnes

| Month | Close | Previous | High/Low |
|-------|--------|----------|---------------|
| Aug | 333.00 | 337.00 | 338.50 333.00 |
| Oct | 323.00 | 327.00 | 328.00 323.00 |
| Dec | 323.00 | 327.00 | 328.00 323.00 |
| Mar | 312.00 | 318.00 | 314.00 |

Turnover: Raw 959 (3009) lots of 50 tonnes.
 White 420 (894)
 Partic-White (FF) per tonne: Aug 2100, Oct 2055, Dec 2110, Mar 1975, May 1985, Aug 1990.

| Month | Close | Previous | High/Low |
|----------|-------|----------|-------------|
| Jun | 18.24 | 18.30 | 18.63 18.28 |
| Jul | 18.29 | 18.35 | 18.50 18.24 |
| Aug | 17.59 | 17.85 | 17.78 17.50 |
| PE Index | 18.27 | 18.58 | |

Turnover: 6058 (5370)

| Month | Close | Previous | High/Low |
|-------|--------|----------|---------------|
| May | 155.50 | 155.50 | 157.25 155.25 |
| Jun | 151.50 | 151.75 | 153.50 151.25 |
| Jul | 151.75 | 151.75 | 153.75 151.25 |
| Aug | 152.25 | 151.00 | 152.25 150.25 |
| Sep | 151.75 | 153.00 | 153.00 152.25 |
| Oct | 151.75 | 153.00 | 153.00 152.25 |
| Nov | 154.00 | 155.50 | 155.50 153.00 |
| Dec | 156.50 | 158.75 | 159.50 156.00 |

LONDON METAL EXCHANGE

(Prices supplied by Amalgamated Metal Trading)

| Commodity | Price |
|---|-----------|
| Aluminium, 99.7% purity (30 per tonne) | 2150-2155 |
| Cash | 2220-20 |
| 3 months | 2150-5 |
| Copper, Grade A (2 per tonne) | 1900-5 |
| Cash | 1915-5 |
| 3 months | 1774-5 |
| Silver (US cent fine ounce) | 577.4 |
| Cash | 574.7 |
| 30 June | 567.8 |
| Lead (30 per tonne) | 367.8 |
| Cash | 367.8 |
| 3 months | 367.8 |
| Nickel (30 per tonne) | 367.8 |
| Cash | 367.8 |
| 3 months | 367.8 |
| Zinc, Special High Grade (30 per tonne) | 1500-5 |
| Cash | 1500-5 |
| 3 months | 1500-5 |
| Zinc, Special High Grade (30 per tonne) | 1500-5 |
| Cash | 1500-5 |
| 3 months | 1500-5 |
| Iron (30 per tonne) | 1010-20 |
| Cash | 1010-20 |
| 3 months | 1010-20 |
| Steel (30 per tonne) | 1010-20 |
| Cash | 1010-20 |
| 3 months | 1010-20 |

US MARKETS

IN THE METALS, gold and silver trading was quiet with prices closing slightly lower, reports Drexel Burnham Lambert. Copper futures gained on late day fund short covering. Buy-stops raised the platinum over a dollar. In the softs, prices fell all markets. Sugar was pressured by local selling and lack of fresh buying. Speculative selling weakened cocoa prices as the May contract lost 45 in heavy volume. Sugar liquidation sank the coffee as prices dipped below Tuesday lows. The livestock had poor bellies rally on increased oiler interest along with buy-stops helping to add strength. Increased packer demand kept hog prices steady. Cattle futures had a mixed day, in the grain, the soybean complex rose as trade focused on Brazilian port strikes. Corn was supported by the Soviet-US negotiations America. Wheat prices slipped as the Egyptian tender deal failed to take place. White wheat closed down 32 cents.

| Commodity | Price |
|--------------------------|-----------|
| Gold (fine oz) | \$344.4 |
| Copper (30 per tonne) | \$227.25 |
| Aluminium (30 per tonne) | \$215.00 |
| Iron (30 per tonne) | \$101.00 |
| Steel (30 per tonne) | \$101.00 |
| Lead (30 per tonne) | \$367.80 |
| Zinc (30 per tonne) | \$1500.00 |
| Nickel (30 per tonne) | \$367.80 |
| Silver (30 per tonne) | \$577.40 |
| Platinum (30 per tonne) | \$1010.00 |
| Iron (30 per tonne) | \$1010.00 |
| Steel (30 per tonne) | \$1010.00 |
| Lead (30 per tonne) | \$367.80 |
| Zinc (30 per tonne) | \$1500.00 |
| Nickel (30 per tonne) | \$367.80 |
| Silver (30 per tonne) | \$577.40 |
| Platinum (30 per tonne) | \$1010.00 |
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| Lead (30 per tonne) | \$367.80 |
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| Silver (30 per tonne) | \$577.40 |
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| Lead (30 per tonne) | \$367.80 |
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| Nickel (30 per tonne) | \$367.80 |
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| Zinc (30 per tonne) | \$1500.00 |
| Nickel (30 per tonne) | \$367.80 |
| Silver (30 per tonne) | \$577.40 |
| Platinum (30 per tonne) | |

FINANCIAL TIMES SURVEY



More and more companies in every business sector are realising that the collection and careful

use of information regarding their customers is an important key to their marketing future, but the technique raises sensitive issues, as Philip Rawstone reports here.

Entering a new era

DIRECT MARKETING, for long the poor and often despised "below-the-line" relation of advertising, is now coming into its inheritance. In the United States - its traditional home - it has already done so. More than half of the \$11.8bn spent on advertising in the US last year went on direct response media. Direct response television is now the fastest growing sector. The consumer market is fragmenting, which means that brand advertising to the whole market is no longer enough. Different market segments and, ultimately, individual consumers must be addressed separately.

The company which knows its own customers - their names, addresses, ages, occupations and buying habits - can better satisfy their needs and wants, and retain their loyalty. With a profile of its existing customers, the company can then turn to thousands of computerised lists of consumers on the market - for sale, rent or exchange - to find prospects with similar characteristics. WMI/Worldata, one US list broker, for example, publishes a catalogue of more than 35,000 lists for rent - lists of companies and individuals in virtually every field from architects and "butchers to wine merchants and woodworkers. Mardev, a list management company founded in Geneva in 1971, offers 20,000 combinations of data from 3,000 lists in Europe.

The development of the computerised customer database is giving direct marketers the technology to do so. More and more companies in every business sector are realising that the collection and manipulation of information about their customers is the key to their marketing future. The database is the engine that will drive sales and growth. As computer hardware and software have become cheaper, the range of consumer information available to business has become ever more extensive.

Consumer and business lists can be broken down by geographic area, by annual sales or purchases; people who have already responded to direct mail offers can be identified - and the amount and frequency of their spending - "If you are selling a \$300 product, you do not want a list of people who have ordered something for \$5," the WMI catalogue



INTERNATIONAL Direct Marketing

advises. Another US list company, Denver-based NDL, has pioneered the compilation of data on the lifestyles of consumers. Its Lifestyle Selector lists consumers - 20m in the US, 3m in Britain - not only by demographics but by household income (How is that obtained? "We ask them," says Mr Jock Bickert, chief executive.) and by 140 different hobbies, interests and leisure pursuits. In the US, a company can use its lists to target, for exam-

ple, 4.2m anglers, 3m golfers, 2m wine buffs, 2m gardeners, and 1m stamp collectors. The technology of the collection, storage, revision, and output of such information is by no means perfect. But, more serious, according to leading direct marketers, is that business generally still manages and uses its database assets ineffectively. The potential for sales, market research and testing, new product development and brand building is far from being fully exploited. Mr Graeme McCorkell, direc-

tor of List Management Services of London, says: "A one-to-one marketing database is but a poor imitation of the Victorian shopkeeper's address book and his personal knowledge of his customers' foibles until we learn to use it with the same sensitivity, and picture our names as real people. To do this requires a change of philosophy on the part of the manufacturer or service provider. We have the means to treat people as individuals; we have still to learn that we should treat them as

important." He adds: "For a time, the manufacturer was king - and mass media advertising enthroned him, reducing the role of the retailer, the service provider... but the Western world has moved on, and now we see a world in which the consumer is once more prepared to pay for service, a world in which the provider of service rules." The direct marketing industry, itself also has much to learn about using the new processes as the still frequently

low response rates to database marketing show.

Databases will make direct marketing a more essential and valuable tool - but US 'guru', Mr Lester Wunderman, and other leading industry figures believe its future lies in its successful integration into marketing campaigns with other processes from market research and image advertising to sales promotion.

Mr Walter Schmid, a founder of the annual Montreux direct marketing symposium, now celebrating its 21st anniversary, agrees: "The marketing database is not an unqualified blessing. It brings with it many problems which we must address and solve. Among these the question of privacy looms large - "we must ask ourselves," says Mr Schmid, "at what point does the commercial use of data become an abuse of an individual's privacy?"

"And at what point does a government or political party's espousal of 'data protection' become, in fact, protection for the individual from substantial commercial and service benefits, and an unwarranted restriction of communication?"

"Data protection is undoubtedly the biggest challenge for our industry... proper use and sensitive restraint are the keys to success." The privacy issue is hardly a new one for the industry, however, and there is general recognition that public concern about the security of computerised data, especially financial information, and the growing use of telephone marketing must be better handled than past complaints about "junk mail."

"The potential that technology holds for consumer benefit and growth in our industry will never be achieved tomorrow unless we, as an industry, safeguard privacy today," says Mr Dennis Benner, vice-president of the California lists company, TRW Target Marketing Services.

"If we abdicate our responsibility to solve emerging problems, ultimately the legislators and regulators will select our products and our technology." It is with such thoughts in mind that industry associations in the US, Britain and Europe are constantly reviewing marketing practices and co-operating with government in enforcing standards.

Gaining the consumer's confidence is an obvious priority for an industry which wants to sell to them; and though the process may have been slow, there are clear signs that it is succeeding.

The industry's image has been improved by some of its more recent but enthusiastic clients - the financial institutions, conservation groups, and

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 - Direct mail: still the backbone of the industry.
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 - Direct marketing league table by turnover.
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 - The US market: new applications.
 - Case study: hotel group's conversion to direct marketing.
 - New technology: coping with an ever-growing volume of data.
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 - European developments.
 - Case study: How French videotex system offers thousands of services to millions of homes.

The illustration on this page is by John Batten.

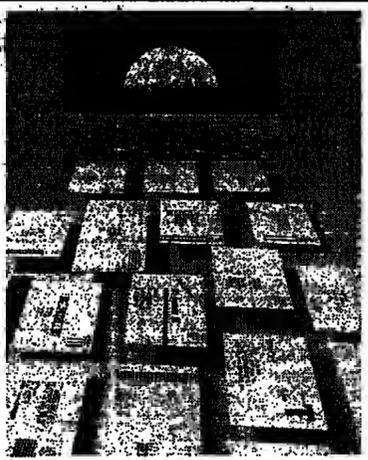
charities. And the year-on-year growth of the industry suggests a growing acceptance of the medium. When telemarketing in the US creates \$170bn worth of business-to-business and consumer sales, and direct mail another \$117bn; when \$7bn worth of goods are bought through the post in the UK; and when the volume of direct mail in France has risen by 70 per cent in six years, direct marketers are obviously meeting the needs of many millions of consumers.

Direct marketing is now pushing into new business areas, such as consumer durables and packaged goods, but while its techniques are practised worldwide, the industry still operates largely on a national basis.

The advent of the single European market in 1992 may stimulate more cross-frontier activity. Many US direct marketers are looking at the possibility of following such pioneers as Reader's Digest and Time-Life into the European market; and some British direct marketers are already running pan-European campaigns.

Printronic Corporation (UK), for example, built the software for a single pan-European mailing for the Financial Times, five years ago. Within the next five years it was being used successfully by other publishers.

Mr Nicholas di Talamo, Printronic director, says: "It is my understanding that the UK is the only centre to offer the software for all the EC countries. Continued on page 3



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DIRECT MARKETING 2

Philip Rawstone highlights the dramatic growth in telemarketing

Europe follows US lead

SOME \$49bn was spent by US business last year on telephone marketing - more than twice as much as it spent on television advertising.

In the past five years, the number of people employed in telemarketing in the US has doubled to more than 2m. During the past decade, the number of telemarketing agencies has grown from fewer than 80 to more than 800.

Last year, 21 years after American Telegraph & Telephone introduced the toll-free 800 telephone service, consumers made more than 6bn calls to the half million toll-free numbers now available. Harrods, the London department store, currently receives more than 350 calls daily on its international 800 number.

These figures illustrate the dramatic growth in the use of the telephone as a marketing tool in the United States. And in Europe, Australia and Japan, the US lead is being rapidly followed. Telemarketing in Britain is now a £60m industry. Fifty-one per cent of all British companies used telemarketing last year compared to only 27 per cent in 1985.

The telephone's advantages as a fast and convenient instrument both for generating sales and fulfilling them have long been recognised. Many companies set up telemarketing operations during the 1940s when their salesmen were drafted into the forces.

But telemarketing today has developed into a more mature and sophisticated business, combining high technology with personal service as an integral part of the marketing mix. Its uses are extending into market research, test marketing of new products and services, customer care, and building brand loyalty.

Like direct mail, it has assumed greater importance as consumer markets have become segmented and more and more consumers have been forced to target many different consumer groups, each with special needs and interests.

The advent of computerised marketing databases - now established by 90 per cent of Britain's top 250 advertisers - has provided telemarketers with the essential technology to fulfil its potential. To quote, in the words of Mr Tony CND, managing director of NDL International, a US-owned

database company, towards the marketing ideal of reaching "consumers as individuals, respecting and nurturing their personal tastes and needs."

The telemarketer now has rapid access to the information needed for a dialogue with the customer. When anyone rings a toll-free number in response to a press or television advertisement, the telemarketer - whether in-house or agency - can refer with the aid of a computer screen to previous orders and preferences, answer questions about merchandise, and

Leaders in the UK telemarketing league by turnover

THE TOP 14 in the UK telemarketing league by turnover in 1988, according to a review of the sector in Merch issue of 'Marketing' magazine, were:

1. BT Telephone Marketing Services; turnover, £20m plus; founded 1983; subsidiary of British Telecom; major clients include Du Pont; COI; AA.

2. Progresses Group; turnover, £4.03m; founded 1981; privately owned.

3. Decisions Group; turnover, £2.2m; founded 1983; privately owned; major clients include Rank Xerox, Red Star Parcel; and TSB.

4. Audiotax; turnover £2m plus; founded 1985; publicly quoted; major clients include Wincanton; De Beers; Dely Mail.

5. Golley Slater Telephone Marketing; turnover £2m; founded 1983; subsidiary of Golley Slater and Partners.

6. Contact 24; turnover, £1m; founded 1985.

7. Merit Direct; turnover, £990,000; founded 1985.

8. Telechairs; turnover, £573,000; founded 1983.

9. Procter and Procter; turnover, £541,000; founded 1981.

10. Tele Resources; turnover, £500,000 (est); founded 1987.

11. Tele Resources; turnover, £550,000; founded in 1981.

12. Stormark; turnover, £300,000; founded in 1984.

13. Knight Sales and Marketing; turnover £305,000; founded in 1984.

14. Commercial Breaks; turnover £100,000; founded in 1987.

*Marketing: 22 Lancaster Gate, London W2 3LJ.

Inform the customer about prices and delivery dates.

Companies considering the introduction of new products or services can ask their customers directly if they would be interested in buying them if they were available.

New information about customers and their needs can be constantly collected to add to the database.

Telemarketers now have the technology - automatic routing of incoming calls and dialing of outside numbers - to handle thousands of customer contacts a day, and much more attention is being given to improving personal service by training that includes sales skills and product knowledge.

Carefully drafted scripts on computer screens guide telemarketers through the dialogue with the customer - "Forget grammar rules. Forget impressive and long words. People usually talk in short sentences," says Mr Robert Leidenman, former managing director of British Telecom's Telephone Marketing Services.

A couple of examples illustrate how effective the process can be.

General Electric of the US used telemarketing to improve customer care. In 1982, it opened a customer information

service centre in Kentucky with a staff of 25, answering 1,000 consumer calls a week. Questions ranged from do-it-yourself repairs to installation assistance. The round-the-clock service, with access to a database of 750,000 product entries, now has a staff of 250 answering 80,000 calls a week.

Mr N Powell Taylor, the centre's manager, says the service has enhanced GE's image, improved sales and market share, and reduced product warranty costs.

In Britain, the newly-formed telemarketing company, Adlink, was used by Philips Consumer Electronics last year to support an advertising campaign for a new range of TV sets, videos and hi-fi systems, by providing callers with information on dealer location and distributing brochures.

Adlink also invited respondents to a Linkline 0800 number to answer a brief market research questionnaire that gave Philips and its advertising agency, Ogilvy & Mather, a valuable profile of consumer electronics buyers.

Inbound calls dominate business-to-consumer telemarketing. Research in the US shows that two-thirds of the population is happy about buying just about anything from clothing and magazines to records and seeds this way.

According to one conservative estimate, which excluded all travel and hotels telemarketing, such calls led to \$26bn sales in the US last year. With the hectic lifestyle of many of today's families, the convenience of telephone shopping would appear to guarantee much more future growth.

Outbound calls to consumers, by contrast, last year resulted in sales of \$4.7bn. Surveys suggest that consumer resistance to unsolicited calls remains high - some 60 per cent dislike them, and detest, in particular, automatically dialed recorded messages. But such calls in the US still raise millions of dollars for political and charitable purposes; and attitudes of the 16-35 age group towards them are noticeably less hostile than those of older groups.

Florida last year enacted an "asterisk" law - enabling telephone subscribers to have a "no unsolicited calls" notation against their names in the phone book and so require telemarketers to delete them from their lists. By the end of the year, only 1,500 out of 3.5m had registered their objections. But many other states have introduced similar bills; and New York enacted a three-day "cooling-off" period for telephone sales.

The US Direct Marketing Association, in an attempt to

avert such legislation, administered a self-regulatory programme for the industry, called the Telephone Preference Service, which allows telephone subscribers to get their names removed from national marketing lists. So far, some 30,000 people have registered.

But if telemarketing has some problems there, it is experiencing no such barriers in the business-to-business sector.

Here the cost effectiveness of the process is the overriding factor. According to McGraw-Hill research, a sales visit in the US which cost \$96.79 in 1977 had risen by 1987 to \$261.63. That compares with a telemarketer who can make 3-7 business contacts an hour at a cost of \$7-315 each.

By using telemarketing to identify potential customers and to eliminate the uninterested, companies are increasing both the productivity and efficiency of their field sales forces. Such planned outbound business-to-business telemarketing last year in the US led to sales of \$116bn.

Applications in the US are viewed with a mixture of envy and concern in Europe

A growing aspect of modern political weaponry

THE BRIEFEST look at how the major political parties in the US have been using direct mail to identify their supporters, recruiting new ones and persuading them to part with money effectively demonstrates how much their European counterparts have yet to learn.

The sight of a Democratic or Republican party organisation office in full swing at national or local election time is an impressive one. Huge teams of eager helpers are drafted in to utilise every modern piece of political weaponry at their disposal in a no-expense-spared bid to win.

Throughout Europe, the American approach has been studied by parties with a mix of envy and concern, with the vision of apparently endless financial resources clouded by doubts about the lengths to which the US political machine will go to capture support.

There is no doubt, however, that huge strides have been made by European parties in adopting the techniques which have for years formed an integral part of the machinery of a political activity in the US.

The advent of the personal computer, a relatively cheap but powerful tool, has added an extra dimension to party organisation, making the targeting of the public possible for a range of initiatives, from canvassing and membership drives to fund-raising.

In Britain, all the major parties have in recent years begun to use direct mail as part of their propaganda offensives, with varying degrees of commitment and diverging results. One serious obstacle to its use has been the strictures laid

Leaders in the UK direct marketing league by turnover

THE TOP 13 leaders in the UK direct marketing league by turnover in 1988, with the 1987 ranking in brackets, according to Marketing Magazine:

1. (1): Watson Ward Albert Gardner; turnover, £25.6m. Founded in 1981; major clients include IBM, Sun Alliance, AA.

2. (3): HLY Grey Direct; turnover £12.7m; founded 1974; major clients include Midland Bank, Fine Art Development, Royal Life, Scotcote, The Insurance Society.

3. (2): Ogilvy and Mather Direct; turnover £10.6m; founded 1977; major clients include American Express, Rank Xerox; British Telecom.

4. (5): Hunt Scott; turnover £13.2m; founded 1986; main clients include Commodore Computers; Barclaycard; RAC.

5. (4): Wunderman Worldwide; turnover £10.5m; founded 1983; major clients include Ford, British Telecom; Weight Watchers.

6. (6): Christian Brann; turnover £10.5m; founded 1982; major clients include Barclays Bank; Ford; Butlin's Holiday World.

7. (11): McCarthy Cooby Paul; turnover £10m; founded 1984; major clients include Burton Group, General Motors, Unisys.

8. (2): DDM Advertising; turnover figures not available; founded 1972; major clients include Barclaycard; British Airways; Ford Parts Division.

9. (7): FCB Direct; turnover £8m; founded 1982; major clients include British Airways; Mercury Communications; Wales Bull Homes.

10. (8): MSW Rapp + Collins; turnover £5.5m; founded 1977.

11. (9): Direct Marketing; turnover £7.2m; (company's own estimate); founded 1978; major clients include Barclaycard, Woolwich Building Society, Saab.

12. (4): Systems Market Link; turnover £7.2m; founded 1979; major clients include Austin Rover, K. Hovnanian; 13 (10): Senior King; turnover £5.94m; founded 1977; major clients include Wales Tourist Board; Hilton International; Haven Leisure.

avert such legislation, administered a self-regulatory programme for the industry, called the Telephone Preference Service, which allows telephone subscribers to get their names removed from national marketing lists. So far, some 30,000 people have registered.

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Here the cost effectiveness of the process is the overriding factor. According to McGraw-Hill research, a sales visit in the US which cost \$96.79 in 1977 had risen by 1987 to \$261.63. That compares with a telemarketer who can make 3-7 business contacts an hour at a cost of \$7-315 each.

By using telemarketing to identify potential customers and to eliminate the uninterested, companies are increasing both the productivity and efficiency of their field sales forces. Such planned outbound business-to-business telemarketing last year in the US led to sales of \$116bn.

DIRECT MAIL - personally addressed advertising delivered through the post - remains the backbone of the international direct marketing industry.

Despite constant gibes and protests about "junk mail" - an issue now being tackled in a vigorous public relations campaign by the industry in the UK - it continues to expand as more and more businesses, using increasingly sophisticated customer databases, discover its cost effectiveness.

In the US last year, \$21.2bn was spent on direct mail, nearly 18 per cent of the country's total advertising expenditure and little short of the amount spent on all television advertising. For the second year in succession, the industry recorded 11 per cent growth.

The US volume statistics are stupendous - 60bn items weighing a total 3,254 tonnes were distributed last year. Almost half of the mail that the average US household received was advertising of one sort or another.

Expenditure on direct mail in the UK last year amounted to £528.8m. That was double the 1980 figure and far higher than the combined spending on poster, radio, and cinema advertising. Estimated retail sales of £7bn flowed from it.

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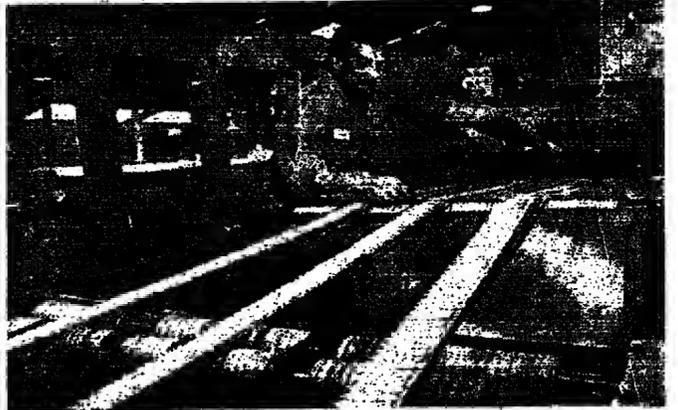
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Expenditure on direct mail in the UK last year was more than £528m, while estimated retail sales of £7bn flowed from it. Above: direct mail materials being printed at Promotion Impressions, Colorgraphic's subsidiary company at Milton Keynes.

DIRECT MAIL

Still the backbone of the industry

receive, and read, postal advertising. Those who do not want to receive it can have their names removed from mailing lists by registering with the Mail Preference Service. Last year, after an extensive publicity campaign, 56,806 people took advantage of the service, bringing the total "no direct mail" registered to 187,333.

During the same period, 1,709 wrote to the MPS asking for their names to be added to marketing lists, raising that total to 10,997.

The Direct Mail Services Standards Board, which monitors postal advertising in the UK, found last year that "the vast majority of direct mail advertising is legal, decent, honest and truthful."

Breaches of its code were technical and relatively minor - "they cannot really be described as misleading."

The Board added, however, that there were some potentially disturbing trends - notably an increase in poorly promoted timeshare schemes and a perceptible increase in illegal lotteries coming into the country from West Germany, Canada and Australia.

The Board applauded the professional list broking industry for refusing to supply names and addresses to the marketers of such schemes.

Chief Executive, Mr Michael Goodrich says: "Direct mail emanating from Europe is set to grow rapidly in the next few years and there is a need to establish a forum to provide a mechanism for settling complaints about advertisements originating in a second country."

Research by the Board and the MPS last summer suggested that "what may cause more public irritation than anything else are the present imperfections in targeting. Some people clearly receive completely inappropriate advertising mail."

"Advertisers generally need to invest far more in ensuring

ability to be fresh, original, interesting communicators of the benefits of the product or service we're selling."

"And we need to be true to our original roots. We are salesmen, not artists, not poets. We are logicians, not mystics." But improvements in creativity will be of little use if the right person does not read the message. An experience in building and managing databases increases, targeting becomes ever more precise. But there is still much room for improvement.

In the US, as much as a third of direct mail is incorrectly addressed; and even some 3-5 per cent of correctly addressed letters do not reach their destination. The delivery of mail order catalogues is worse - an average of 14 per cent never gets through.

Since the rise in US postal rates last year, the US Direct Marketing Association has been investigating alternative means of delivery - "and we are hopeful about the prospects," says president and chief executive, Mr Jonah

they are using appropriate lists. List brokers, in turn, need to improve the quality of the products they market. Advances in this field, matched by a less stereotyped and patronising fashion in which the public is approached are likely to go a long way towards removing the poor image from which direct mail presently suffers."

Similar commitments have been expressed by leading direct marketers in the US. Ms Emily Soell, president of Rapp & Collins USA, told a Direct Marketing Association conference in New York last month: "We need to polish our

Giltitz. But for the foreseeable future the industry will have to rely on the US Postal Service, and it is devoting more effort to seeking improvements there."

The Post Office monopoly in the UK precludes any effective alternative for bulk mailing for many years ahead. As some direct marketers found to their cost during last year's postal strike, private carriers are not allowed to deliver an envelope to a specific person at a specific address for less than £1.

Mr Alan Nigg, chairman of Christian Brann, says: "The Royal Mail does in two days what anyone else would take a year to do. Direct marketing, by definition, mass marketing - as everyone wants it at low cost. We got some notes during the strike and it would have meant 25 a letter instead of a few pence."

Most direct marketers are supportive of the Post Office which, over the years, has shown itself ready to extend and improve its service to the industry.

Its latest operational change - and probably the most important in the past 25 years - was introduced last month. Maillet, developed with the help of marketers such as Mr Brian Smith, of WJVA, allows the direct mailer to pre-sort and bag mail by postcode and hand it over to your post office for delivery. Advertisers can save up to 32 per cent of their postage bills. In discounts, according to the volume of mail, the extent of which is posted, and how quickly they want it delivered.

"This time the Post Office means success," says Mr Frank MacGinley, chief executive of the Direct Mail Sales Bureau.

Philip Rawstone

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Applications in the US are viewed with a mixture of envy and concern in Europe

A growing aspect of modern political weaponry

THE BRIEFEST look at how the major political parties in the US have been using direct mail to identify their supporters, recruiting new ones and persuading them to part with money effectively demonstrates how much their European counterparts have yet to learn.

The sight of a Democratic or Republican party organisation office in full swing at national or local election time is an impressive one. Huge teams of eager helpers are drafted in to utilise every modern piece of political weaponry at their disposal in a no-expense-spared bid to win.

Throughout Europe, the American approach has been studied by parties with a mix of envy and concern, with the vision of apparently endless financial resources clouded by doubts about the lengths to which the US political machine will go to capture support.

There is no doubt, however, that huge strides have been made by European parties in adopting the techniques which have for years formed an integral part of the machinery of a political activity in the US.

The advent of the personal computer, a relatively cheap but powerful tool, has added an extra dimension to party organisation, making the targeting of the public possible for a range of initiatives, from canvassing and membership drives to fund-raising.

In Britain, all the major parties have in recent years begun to use direct mail as part of their propaganda offensives, with varying degrees of commitment and diverging results. One serious obstacle to its use has been the strictures laid

down in the Representation of the People Act which governs political expenditure during campaigns during elections. The rules, which severely limit any significant expenditure by candidates during the course of their campaigns and any winning candidate falling foul of the law could ultimately forfeit his seat.

The Social Democratic Party claims to have pioneered the concept in the UK, acquiring lists of electors and targeting potential voters with potted accounts of party policy, twinned with appeals for financial support.

During the period of partnership between the SDP and the then Liberal party, direct mail was used increasingly extensively and effectively to help promote the Alliance. Targeting was not always accurate, however, with leading politicians from other parties taking great delight in refusing their postal invitations to join their opponents.

Since the break-up of the Alliance, the two former partners have adopted a different attitude to direct mail. As a political tool, its use is regarded as a very expensive option and the recent weakness of the SDP's position has meant that it has suspended the direct mail operations which once formed the core of its campaigning operations.

The party says that it intends to use direct mail again but that, given its limited resources, no major mail shots are planned. According to the SDP, direct mail can only be regarded as a longer-term investment which does not necessarily pay immediate dividends. As such, it is a tech-

nique which a party can preserve afford to contemplate.

Over the Social and Liberal Democrats, direct mail methods are being used extensively, despite the fact that the party has also faced enormous financial problems. Last year, it recorded huge losses in the aftermath of the Alliance split but there are plans to ensure it breaks even by the end of 1989.

Party officers go so far as to acknowledge that, without direct mail, the Democrats' chances of survival would be slim.

In the new party's first year, it is estimated that as much as three-quarters of its total revenue flowed in from direct mail appeals for financial help - "it is our lifeblood," according to one official, who reckons that over a million items of literature have been sent out since early 1988.

"Direct mail was the princi-

pal force behind getting the new party off the ground. If it had not been for our computer equipment and some direct marketing skills we would have gone bust."

The party's first mass-mailing brought in over £100,000 from a membership which then stood at around 60,000. The party plans shortly to expand further its direct marketing side - in particular, there are proposals for contacting potential supporters by telephone. Some local parties have already adopted the techniques and the next step is to consider organising a centrally-led campaign.

The Democrats intend to step up direct mailing operations to help all aspects of running a modern political party, from fund-raising to membership and campaigning. For the Tories, the experience of direct mail has been a

mixed one. After a lengthy period of experimentation, the technique has been used nationally on an irregular basis but, most effectively, for national fund-raising in advance of general election campaigns.

Conservative Central Office emphasises that the party's constitution does not permit a central membership scheme, although it claims it has over a million members. Campaigns to recruit party members and raise cash are left to the voluntarily-run, local constituency organisations to arrange.

Labour is in the process of establishing a full, national membership scheme by the end of 1991. At the same time, it is in the early stages of a membership recruitment drive intended to boost membership from under 300,000 to a million or more by the time of the next general election.

The campaign is being heralded as the largest and most sophisticated recruitment drive ever undertaken by a British political party. The party will be using communications techniques - direct mail, broadcasts, press and cinema advertising - which it has used previously for campaigning.

A pilot membership recruitment campaign has already taken place in the West Midlands, initially involving the targeting of ten constituencies. The plan includes the distribution of 300,000 postcards and leaflets, followed by targeted mail shots.

But although the party intends to use direct mailing techniques as part of its campaign, it retains reservations about their cost-effectiveness. The formula is regarded as a very expensive option, although Labour employs it increasingly in fund-raising campaigns and to target specific interest groups, such as women, young people and the trade unions.

The overall picture suggests that direct mail will continue to have a role for most of the major parties, but that the prospect of continuing budget restraints alone means that its use is unlikely to be repeated or anything like the scale achieved in the United States.

Michael Cassell, Political Correspondent

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DIRECT MARKETING 3

State governments in the US are hoping for action over the 'lost revenue' from home shopping

Taxation and legal controls pose threat

DESPITE its traditional place in US business and society, the continuous, successful growth of the direct marketing industry is now provoking serious legislative threats to its operations.

engaged in a robust national campaign to avert the introduction of a federal "use tax" which, it claims, would hamstring the industry and have far-reaching effects on consumers.

More than 88.5m Americans shopped from home last year, buying \$38bn (\$22bn) worth of goods from the 9,000 catalogues on the market, which offer anything from clothes to hot air balloons, steaks to pianos.

ing a "use tax" bill this year that would require out-of-state direct marketing companies to collect taxes on their sales and remit them to states on a quarterly basis.

business entirely, Mr Gitlitz says. While virtually every consumer would be affected, the tax would fall most heavily on the consumer groups which relied in particular on direct marketing services - the elderly, disabled, rural and single parent families.

ing telemarketing calls or direct mail from marketing lists. Mr Gitlitz says: "We learnt years ago that removing names of customers who don't want to receive mail, or who don't want to have their names rented to others, is good business. It is also good customer relations, government relations and public relations."

ONE OF the more recent and dramatic converts to direct marketing is the US-owned international hotel group, Hyatt Hotels.

one-shot direct mailings are behind us. You have to communicate with your best customers 10...20...25 times a year."

Technology can help to exploit the non-stop flow of data

How to cope when the facts get in the way

ACROSS every area of business, the trend is towards intensified competition. Domestic markets are shrinking while international markets develop, and customers demand higher levels of service and quality.

Finally there is the problem of collecting and delivering information tailored to the individual needs of large numbers of researchers, statisticians, planners, agencies, marketing managers, sales managers, mailing houses, telemarketers, field sales, dealers and customers, all of whom want the right information in the right place at the right time.

More than 88.5m Americans shopped from home last year, spending \$38bn

of local stores. Last year \$1.4bn worth of goods were bought through TV home shopping programmes - triple the amount bought in 1986.

Much of the convenience of mail order would be lost as customers would have to compute the tax themselves - calculating a 5.5 per cent tax on a \$44.95 pair of shoes and a \$19.95 belt is not a simple matter.

'We learnt years ago that removing names of customers who don't want to receive mail is good business. It is good customer relations, government relations and public relations'

Privacy was the main issue. Legislation was introduced in Congress to restrict access to lists of customer names and addresses, and many states moved to legislate against unsolicited telephone calls and against telemarketing fraud.

cent increase in postal rates for third class mail by the US Postal Service.

"First, we tied-in with airline frequent-flyer programmes - United, Delta and North-West Airlines. We realised it would be easier to market to a few frequent travellers than just to spend our money in the whole market place."

After the airlines, Hyatt found new marketing partners among credit card companies - "again, an easier source of names of potential travellers than having to comb through the 100m households in the country with even the most sophisticated analysts."

There is increasing pressure on marketing organisations to compete by adopting technology. This pressure comes not only from equipment manufacturers but from consumers.

One of the leaders, Arthur Andersen, has embarked on a programme of research and development into the application of information technology in marketing and sales (TIMS) which it claims runs to millions of pounds.

Democratic congressman Jack Brooks, of Texas, has signalled his intention of introducing

Dealing with exempt items would be another complex problem. There were six different tax treatments, for instance, for a basket of fruit, for cheese and for confectionery.

Increased costs and decreased sales would result in marketing companies cutting back operations or going out of

While co-operating with the USPS in efforts to improve the efficiency of the service, the DMA is exploring, too, the possibility of alternative methods of delivery.

Intensive direct mailing to these frequent travellers was supported by comprehensive advertising, not only in leading newspapers but also in the airlines' timetables and customer newsletters.

Hyatt now has its own database - "it is vital," says Mr Aron, "to know who your best customers are."

Andersen Consulting argues that customers are showing a clear preference for more convenient channels through which to buy products and services. Meanwhile, the costs and characteristics of marketing media are changing rapidly.

"The range of functions available on PCs is quite broad," whereas mainframe-based applications tend to be

'There has been an upsurge of interest in mapping, demographics and lifestyle profiling'

inflexible. The best systems combine mainframe number-crunching to do the heavy database work and the PC for analysis.

Structured Query Language (SQL), originated from IBM but is now virtually in the public domain as a standard for interrogating large databases. SQL is an advanced relational database language that operates on data as logical sets called relations or tables.

For the front-end or user-end, Ashton Tate also supplies a number of presentation and graphics products for charts and diagrams, including Map-Master, a data-driven mapping product to display geographic distribution of corporate data and demographic information.

One of the lessons that was rapidly learnt, says Mr Aron, was that "the old days of

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'Having an adequate database helps the company to make the right offer to the right person at the right time'

have been led by the data processing departments, the mainframe database becomes very much the focus of what the company is doing.

Dr Robert Shaw, manager of the marketing group at Andersen Consulting, says: "When I joined Andersen in 1982, a lot of the functions were embodied in the marketing end of accounting systems."

These are entered from data compiled by the Society of Motor Manufacturers and Traders. Boundary files allow data to be sorted by third level postcode, and Porsche plans to supply area break-downs of Continued on next page

Sector entering a new era

Continued from page 1. British telemarketing agencies, such as the Programmes group, have also been conducting campaigns for British citizens in several West European countries.

demands that the total value of a sale should be explicitly detailed; book and magazine advertising is barred in France; data protection laws are tough in Scandinavia but almost non-existent in Spain.

DIRECT MARKETING 4

National traditions, consumer attitudes and legislative controls differ widely within the EC, says William Dullforce in Geneva

Contrasting variations in European approaches

DIRECT MARKETING in Europe is in its puberty stage compared with that of the US, but it is a lusty youth which has just entered a phase of fast growth.

In technology, as the outstanding success of France's Minitel system shows, it may even have a thing or two to teach the US. Mr Ernst Siegenthaler, Secretary General of the Geneva-based European Direct Marketing Association (Edma), explains that direct marketing develops in an evolutionary way, rather than a revolutionary way, but he adds: "In the early 1980s, two things began to happen simultaneously. Electronic data processing costs declined and marketing costs climbed, both dramatically."

The two curves crossed, he says, "and this was the catalyst for European direct marketing's current explosive growth, which has been accelerated by the pressure from the European Community's single market project for 1992."

One recent study on "laboratory advertising performance" put the average cost of a visit by a salesman in Europe at \$60 - or twice as high as in the US. (Costs ranged from \$1,400 in Denmark to \$123 in Ireland.)

In his new book, *The Secrets of Effective Direct Mail*, John Fraser-Robinson estimates that in Europe, 65 to 70 per cent of marketers' spending will go to

direct marketing in the 1990s.

Mr Siegenthaler sees Europe "moving towards a point where there are going to be almost as many direct-marketing agencies as there are advertising agencies."

Most of the big advertising groups are building up parallel direct marketing networks. At present, Europe presents a far more fractured picture than the US. National traditions,

Accordingly, the sparse statistics available reflect mostly developments in direct mailing. They contain some surprises. Thus, each Swiss received an estimated 96 direct mail shots on average in 1987, well ahead of the other populations covered in a joint research report by 12 European postal authorities.

Perhaps the biggest surprise and Spanish figures are not available. Growth has averaged 6 per cent a year over the past five years in the 12 countries covered.

The biggest increases in 1987 were recorded in Portugal (29 per cent), Ireland (20 per cent), France (19 per cent) and Denmark (18 per cent).

The German mail order business is easily number one in Europe with a 1987 turnover of DM25.4bn (\$14.2bn), representing 5 per cent of retail sales. French mail order sales totalled FF37.4bn (\$3.5bn) in 1988 or 2.6 per cent of retail sales. Data-based catalogues in the US number some 17,000, whereas Edma guesses that there are only about 5,000 in Europe, of which more than 3,000 are in West Germany.

Over the next couple of years, new technology will not produce change drastic enough to knock the direct mail business from its leading role, Mr Siegenthaler believes, but France's Minitel has demonstrated with relatively simple technology the immense opportunities to be exploited in telemarketing.

In the US, telemarketing is estimated to employ some 2m people, including all the logistical support staff.

Mr Siegenthaler estimates that the comparable figure for Europe today would be around 40,000. Minitel's beginning came when someone in France Telecom decided it would be

easier to give subscribers direct access to a data base for telephone numbers, instead of having to print and constantly update telephone catalogues and have people answering enquiries.

Alcatel produced a simple modem with a screen. By the end of last year 4.4m sets had been installed, a figure which is expected to reach 5.3m by the end of 1989. Some 120,000

farmers are equipped with Minitel.

Even more illuminating is the most recent analysis of the purposes the network serves. Only 33 per cent of Minitel calls now concern the electronic directory enquiries, for which it was originally planned. So-called professional applications account for 28 per cent, banking and finance for 10 per cent and *la vie pratique* for 12 per cent.

Teleshopping has taken off. La Redoute, one of the biggest catalogue-based French concerns, is now receiving 18,000 orders a day on average through Minitel and 25,000 on peak days.

Last year, it is estimated, there were 625 marketing spots a day on French television, half of them carrying Minitel numbers. Attempts in other countries, such as West Germany's BTX system, to provide a technically more sophisticated - and more expensive - service have failed to take off and other European telecom

authorities have started negotiating with Minitel.

Most significantly, Minitel has spawned thousands of servers - small companies offering such facilities as airline ticket bookings, holidays, health aids and myriad other services.

The full possibilities of telephone marketing for both inbound and outbound sales operations are just being realised in Europe. Inbound refers to a number which a customer can call, usually toll-free. Outbound activity involves soliciting a sale or an appointment by a call to a potential client - a segment of telemarketing which Mr Siegenthaler estimates is growing at a rate of between 30 and 50 per cent a year.

In the February issue of its newsletter, Edma reported that over 1,000 telemarketing firms were active in Europe.

In France alone, 6,000 companies, including major corporations such as Citroen, were using telemarketing. Edma's own membership reflects the current growth in European direct marketing. It now has some 600 members, of which well over 100 joined last year, and applications for membership have been running at 12 a month so far this year.

However, this surge may also be largely due to the advent of the EC single market and European direct marketing users' desire to have an organisation promoting their interests in Brussels and Strasbourg.

Last year, Edma submitted a formal definition of direct marketing to the EC Commission in Brussels with the aim of influencing the process of harmonising laws and regulations.

Mr Siegenthaler lists three areas which European direct marketers need to focus on: **THE FIRST** is data protection, in which Edma is working for "legitimate" consumer protection that will not inhibit the expansion of direct market-

ing. **SECOND** is the abuse of telemarketing, which has reached a nearly critical point in the US.

The main problem, according to Mr Siegenthaler, is the fly-by-night companies which use a market-research approach to force sales of products on people. An answer may be found in codes of ethics and mail preference services which help a telephone holder to have his name eliminated from reference lists.

THE THIRD related issue concerns professional standards within direct marketing. Demand for qualified staff is enormous but, as Mr Siegenthaler says, "it is easy to attend a couple of symposia, buy a computer with a data base and start a direct marketing business."

Edma has started in-house training programmes, but the opportunities for people to acquire sound qualifications for what is a complicated business are still quite inadequate in Europe.



Mr Ernst Siegenthaler, Director General of the Geneva-based European Direct Marketing Association, speaks of the industry's "current explosive growth."

| | DIRECT MAIL IN EUROPE (per head of population) | | | | | | | | | |
|--------------|--|----|----|-----|----|----|----|-------|--|--|
| | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 81-87 | | |
| Switzerland | 72 | 76 | 82 | 83 | 87 | 90 | 95 | +23 | | |
| Sweden | 45 | 46 | 49 | 52 | 55 | 58 | 62 | +6 | | |
| West Germany | 49 | 49 | 49 | 51 | 50 | 53 | 55 | +6 | | |
| Belgium | 32 | 35 | 41 | 45 | 48 | 51 | 54 | +22 | | |
| Norway | 26 | 26 | 29 | 32 | 42 | 49 | 52 | +27 | | |
| Finland | 32 | 33 | 36 | 41 | 44 | 46 | 50 | +18 | | |
| France | 26 | 28 | 29 | 32 | 36 | 37 | 44 | +18 | | |
| Denmark | 26 | 26 | 27 | 29 | 32 | 37 | 43 | +18 | | |
| Netherlands | 30 | 31 | 33 | 35 | 37 | 38 | 40 | +10 | | |
| UK | 20 | 19 | 22 | 23 | 25 | 29 | 29 | +11 | | |
| Portugal | - | 8 | 6 | 6 | 6 | 6 | 8 | - | | |
| Ireland | - | 2 | 2 | 2.4 | 4 | 5 | 8 | +4 | | |
| AVERAGE* | 33 | 32 | 33 | 36 | 37 | 39 | 43 | +10 | | |

*excludes Portugal/Ireland

consumer attitudes and legislative approaches differ, so that direct marketing is at greatly varying stages of development from one country to another.

But Edma has been warning its members to start positioning themselves for an integrated Community market after 1992. Mail still accounts for the large bulk of direct marketing in Europe, even if telemarketing is growing fas-

ly that the UK comes 10th with only 29 shots per head. By comparison, mail shots per capita in the US have reached a level of some 300 a year.

West Germany, where 3.4bn items were sent through the post in 1987, dominates the European addressed direct mail business in overall volume. France comes second with 2.4bn items while the UK is third with 1.6bn. The Italian

Advances in technology

Continued from Page 3
high and low level sales potential to its official Porsche Centres.

The PC has undoubtedly carved out a niche for itself in marketing, but the mainframe area has also taken significant strides forward. When it comes to the processing of large volumes, such as laser printing for mailshots, a lot of this work usually goes to specialised computer bureaux where the mainframe still reigns.

Citroen UK, for example, uses Markman, a service from CMG to produce detailed statistics for sales from any retailer, distributor or dealer in any part of the country. Information can be extracted on people who do not respond to mailshots for more accurate targeting.

Mr Chris Morgan, associate director of CMG's Business Services Division, says: "With lifestyle targeting overtaking demographics, a system can tell you all the products an individual might buy, now and in the future, whether it be cars, insurance, holidays, consumer goods or opera tickets."

While some bureaux provide the processing facilities, others concentrate on the information. People are prepared to pay handsomely for timely information and this is the basic role of AGB. AGB's key business mission is to provide marketing information from raw data.

The objective is to help clients make better decisions through the use of continuously updated databases, the application of proprietary techniques to aid their interpretation, and the availability of consultative support to help clients find the answers to marketing questions precisely and rapidly.

AGB decided to start moving away from a product oriented organisation to a function oriented. It now operates on the basis of a number of functional steps along a production line, comprising data collection, data entry, the computer room, and the printing and despatching of reports.



How information technology can reduce cost of sales, improve customer service and help generate profits: Dr Robert Shaw, right, manager of Andersen Consulting's marketing group, demonstrating a salesforce territory planning system which helps to make more effective use of a salesforce's time - and thus reduce the cost per sale.

The microcomputer allows organisations to rapidly gear up for direct marketing campaigns. Marks and Spencer's new financial services organisation in Chester has used a Unix-based Hewlett Packard HP 9000 microcomputer to support the launch of its unit trust product.

Thirty operators use terminals to access Brock, a US telemarketing system supplied in the UK by Co-Cam Computer Services. The main marketing thrust is response advertising, a direct mail shot to its 2.2 million M&S Chargecard holders and 130,000 shareholders, and distribution of sales brochures at the group's 278 branches.

Up to 1,000 in-bound calls a day have been received in response and Brock automatically generates about 300 follow-up letters per minute.

Despite notable exceptions, UK companies are slow to realise the benefits of information technology. According to Andersen Consulting, many marketing and sales managers

are solely interested in short-term success, because the objectives against which they are measured are geared to the short term.

"The right offer to the right person at the right time" - a phrase so beloved of the direct marketing gurus, is therefore even more of a reality with the aid of the right database - "and is thus helping the industry to lose its aggressive, sales-driven status in the eyes of the public," comments Mr Chris Gater, marketing systems director of Christian Brann, a leading direct marketing company with a wide range of blue chip clients such as Barclays Bank, Boots, Ford, The Royal Mail and Butlins.

The holiday industry, for example, has made much use of direct marketing, seeing it as a way of increasing sales without creating the impression that bookings are down.

Using a sophisticated database, Butlin's used 46 different versions of a promotional pack which was sent to past customers. Which version was sent

depended on when and where the targeted customer had taken a Butlin's holiday before. The pack included a personalised early booking voucher and specially-devised competition bearing up to five children's names.

According to Christian Brann, the company which developed the packs with Butlin's, bookings rose dramatically and Butlin's was able to cancel a regional press campaign.

With the launch in the UK of Mallsort, the "Mallsort Users Guide" is available from the Post Office. In addition, WWAY, the UK's biggest direct marketing agency, which mails more than 80m items a year, has issued a free 'Guide to Mallsort and what it means for your business. In part, it looks at the data processing requirements of post-coding. The guide is available from WWAY, 31 St Petersburg Place, London, W2 4LA.

Boris Sedacca

Videotext is taking thousands of services into millions of homes

Key to the French consumer

DIRECT marketing has taken off in France, partly on the strength of the spectacularly successful videotext system known as the Minitel.

The figures are impressive - some 4.5m terminals have already been installed, about 75 per cent of them in homes. Last year, 1bn calls were registered, which represented a total of 70m hours.

The electronic telephone directory attracted 400m calls, equivalent to a total of 13m hours. By the end of 1987, when Europe will have shed many internal trade barriers, France Telecom expects 7m terminals to be in operation.

More than 10,000 wide-ranging services are now offered through the network, including home banking, rail and air reservations, mail order shopping facilities, stock market prices, dating facilities - and erotic messages.

Direct marketing suppliers now total about 1,000, of which merchandise sales represent more than 100. The Minitel, which had become a flagship of French communications technology, fulfilled a need and created others as the system has spread.

Roland Glagnon, an analyst with the Paris brokerage group, DLP-James Capel, comments: "Unlike cable television, a market for the system did not have to be created

from scratch."

The need was evident on all sides. The number of telephone lines in France more than quadrupled from 6m in 1974 to nearly 20m in 1988. This meant that printed telephone directories were obsolete before they came off the presses.

The electronic phone directory, which is already updated about every three weeks, will eventually be updated every 48 hours.

The Minitel owes its success largely to France Telecom's policy of freely - although gradually - distributing the most basic model throughout the country.

A second big boost to the network's popularity came in 1984, when the "kiosk" system of customer payments was introduced. France Telecom involves telephone subscribers for their Minitel calls, while keeping a commission and then passing the rest on to the service suppliers. This system lightens the suppliers' administrative burden, and leaves consumers free to link into any service they require, without being locked into a subscription.

According to France Telecom, the highest demand is for the electronic telephone directory, followed by home banking, SNCF rail bookings, the Lamy data bank for road haul-

iers (the first business service in the kiosk system), mail order shopping, and financial and other news provided by television stations, newspapers and magazines.

The top 10 direct marketing companies are mail order firms, headed by La Redoute, the largest operator in France, and Les Trois Saisons, according to Philippe Bernheim, France Telecom's direct marketing boss.

He believes that merchandise, home banking and rail bookings have the biggest growth potential in the years ahead. SNCF will soon start selling train tickets as well as taking reservations through the Minitel, which is certain to spur further demand.

As for catalogue sales, the increase in orders placed through the system is reflected in the decline in orders through the mail. A number of suppliers have produced catalogues specifically for the Minitel. France Telecom is one of them, and has been marketing its services to small and medium-sized enterprises on a trial basis in the Lorraine region for the past year.

"We will conduct experiments in another two or three areas, and if all turn out to be profitable, we will go nationwide," Mr Bernheim says.

The future is promising: a study carried out at the end of

last year showed that direct marketing through the Minitel was regarded as modern and efficient. Mr Bernheim explained, "It seems to overcome the hesitations of young professionals, some of whom prefer to shop in person."

The free phone, or "numéro vert", is operating across borders under agreements signed with eight European countries, Japan and the US. To enhance the flexibility of the service, a choice of three types of subscription and three systems for switching calls or giving messages were introduced last year.

France is also extending its integrated services data network (ISDN) to the most important business centres this year, before linking up to the networks in Italy, the United Kingdom and West Germany in 1990.

The time when French homes are eventually connected to the network is still some way off, but when it comes, home shopping will no doubt take another leap forward.

Camif, a co-operative in Niort and the third largest mail order company in France, is experimenting with a blend of the Minitel and cable TV to see how much difference an image can make to demand.

Barbara Casseus

How many suppliers take Direct Marketing this seriously?

Over 52 million invested in new purpose-built high-tech plants centrally located in Milton Keynes and Washington - Tyne & Wear capable of fulfilling our clients' needs well into the next century.

More services available from one company including creative origination, database marketing, name capture, laser printing, specialist and mass mailing, promotions fulfilment and much more.

If you take direct marketing seriously, shouldn't you talk to us (quite a few successful companies already have).

- Abbey National Building Society
- Norwich Union Insurance Society
- The Post Office
- Barclays Bank
- Royal Mail
- Rowntree Macintosh Confectionery
- Halifax Building Society
- Barclaycard

Specially recruited staff who have a common commitment to providing the highest possible standard of service and an understanding of the need for confidentiality and security.

One of the most thoroughly researched and carefully constructed telemarketing operations currently available now opened at our new modern development in the North-East.

Please send me details of your services

Surname Mr/Ms/Ms/Ms

Postcode

Company

Address

Postcode

Tel. No.

MAILCOM

plc

TOTAL DIRECT MARKETING

To find out how we can help your business call Peter Bell or David Richardson at Milton Keynes on **0908 675666** or Steve Reah at Washington on **091-415-0333**

Or clip the coupon

Services to 32 countries

TNT Mailfast has just introduced two new services which it believes will have significant implications for the direct mail industry: Post Office Box and Business Reply Paid. The advantage is that new foreign markets can be reached, without a local office; and response rates will hopefully take off due to ease of customer-reply.

"Dramatic increases in response rates to international direct mail are achieved when a local response device is used in the destination country," says Mr Drew Fobbeater, international marketing manager, based at Windsor, Berkshire.

Post Office Box is already available in 32 countries. TNT, part of the multinational distribution group, assigns customers a mailing address in a foreign country, complete with box number. This can be included in literature or printed on envelopes or cards included in the mailing package.

TNT now carries the mailing abroad. Recipients of the materials are able to respond to a local address, paying local postage. TNT clears the P.O. box daily and delivers responses the origin country by courier.

no postage - TNT also supplies instructions for the printing of business reply envelopes or cards.



Drew Fobbeater: anticipating a dramatic increase in response rates.

Growing army of telemarketers

WHILE an estimated 4,500 were involved in telephone marketing and telephone sales in the US in 1980, the number had grown to around 200,000 by 1985, say Stan Flapp and Tom Collins in their book, *MailMarketing*, published by McGraw-Hill.

"The US News and World Report has predicted that by the year 2000, the number will rise to 8m," say the authors, who are co-founders

of the Rapp & Collins international direct response agency network.

"Between 1980 and 1984, the number of telephone marketing agencies grew from 15 to about 100 full-time, full-service agencies - and another 1,200 agencies of lesser capability. In-house telephone centres grew from approximately 1,500 to around 30,000. Direct marketing Association research in 1983 pointed to a total telemarketing sales in 1984 of \$100m."

A profound change is taking place in the way good and services are advertised, promoted and sold to the public, say the authors - "yesterday's hit-or-miss shotgun approach of mass marketing directed at anonymous consumers is giving way to new, more accountable, cost-efficient, personal mode."

The statistics indicate that organisations which "are not maximising the use of the telephone in marketing the product, service or business, are in danger of being left behind," claim the authors.

New campaign for the National Trust

THE direct marketing agency, MSW has been appointed to handle a new campaign for the National Trust's legacy division.

greater awareness of National Trust legacies among its 1.7m members. MSW's programme will be designed to increase the level of bequests currently made by members of the trust.

The campaign, which starts in June, comprises advertisements in the Trust magazine, plus direct mail communications to members.

Computer system

Pulse Train Marketing Systems of Guildford has won an order for its new "TA-ALL" computer-based telemarketing system from Online Marketing, a leading telemarketing organisation in the Netherlands. Online Marketing, it is claimed, will become the first Dutch telemarketing group to be able to offer its clients automatic and direct daily reporting of all customer contact calls, inbound and outbound.

Database management

Marks & Spencer, the retailing chain, has become the first major UK user of Brock, the US telemarketing/database management system to assist in the marketing of its new style unit trust - the Marks & Spencer Investment Portfolio.

LONDON STOCK EXCHANGE

Trade data sees index flirt with 2100

There was unbridled enthusiasm in London's equity market yesterday as much better trade figures than expected for March...

Account Opening Dates table with columns for First Avenue, Other Dealers, and Account Dates.

Predictably, the day began quietly with the FT-SE index opening marginally higher in thin trading...

diately before the numbers Footsie was showing a healthy 18.1 gain and this was quickly extended to 30.7 within half an hour of the news.

of £1.5bn and February's figure of £1.7bn. "Quite clearly it provided a boost to sentiment and dispels the upward pressure on interest rates for the time being."

will lessen and this will underpin sterling, which remains the key to interest rates," an analyst said.

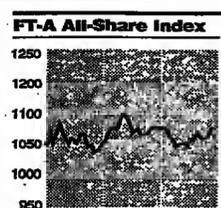
Minorco gets to first base

News that Minorco had received at least 54.84 per cent acceptance from Consolidated Gold Fields shareholders of its £3.5bn bid for the UK diversified mining group...

lement - either cash on delivery or on Account day. The doubts seemed not to deter trading, however, and 5.9m MB shares changed hands.

Super food market Supermarket stores were once again busily traded amid further talk of an imminent bid for Asda.

Initial confusion Confusion surrounded the first day of trading in the new MB Group, now without its packaging division which has been merged into CMB with the similar business of Carnaud of France.



group Goodman Fielder Wattie, and there is concern that the bid may be blocked anyway by the Australasian authorities.

Renewed suggestions that Hanson, up 3 at 189p, might bid for Xerox in the US boosted the latter shares, which in turn helped Rank Organisation with which it has sweeping business links.

Renewed suggestions that Hanson, up 3 at 189p, might bid for Xerox in the US boosted the latter shares, which in turn helped Rank Organisation with which it has sweeping business links.

It is believed that the departing executives have left to join Mr George Davies' new operation, which should be unveiled this week.

Renewed bid speculation buoyed Davy Corporation 7 higher at 251p, and GEN, which jumped 12 to 375p.

Among buoyant shares, Next fell against the trend, to close a penny higher at 145p on reports that five directors had resigned to join the new retailing vehicle being put together by Mr George Davies.

FINANCIAL TIMES STOCK INDICES

Table with columns for Government Secs, Fixed Interest, Ordinary, Gold Mines, Ord. D. Yield, and S.E. Activity. Includes sub-tables for Indices and London Report and latest Share Index.

TRADING VOLUME IN MAJOR STOCKS

Table listing trading volume for various stocks including Anglo, Allied, Asda, and others, with columns for Volume, Change, and % Change.

pointing to yesterday's volume of less than 700,000 shares. The property leaders drew enthusiasm from the belief that the upward pressures on interest rates would now begin to ease.

United Newspapers came more sharply into focus, rising 12 to 437p on revived speculation that Sir James Goldsmith was building a stake.

Other market statistics, including FT-Actuaries Share Index and London Traded Options, Page 26

NEW HIGHS AND LOWS FOR 1989

- NEW HIGHS (1989): BENTLEY (20) 103.00, AMERICAN (10) 100.00, AMERICAN (10) 100.00, AMERICAN (10) 100.00...

Those that are leaving Next, he said, were junior directors who were not part of the board running Next retail. "They are leaving because they felt they didn't fit into the new structure and regime at Next," explained Mr Jones.

LIT Europe chairman

LIT HOLDINGS has appointed Mr Geoffrey H. Chamberlain as an executive director of the group from May 2. He will be chairman and chief executive director of LIT Europe...

APPOINTMENTS

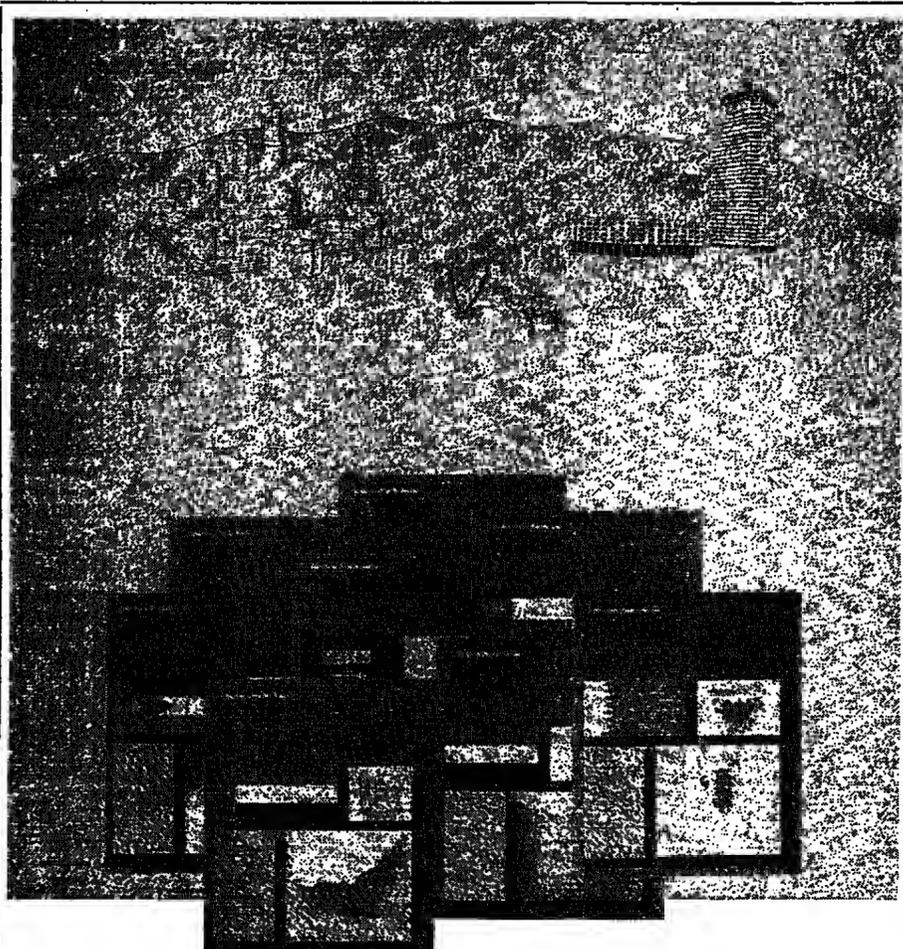
Mr Richard Williams (above) has been appointed managing director of PANMURE GORDON INVESTMENT MANAGEMENT. He was investment director of Hill Samuel Unit Trust Managers...

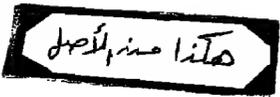
director of J.O. HAMBRO MAGAN.

The following will join the partnership of FRESHFIELDS on May 1: Mr Tony Besse, Mr Hugh Crisp, Mr Alan Newton, Mr Richard Phillips and Mr Mark Trapnell.

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FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2126

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-225-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OFFSHORE AND OVERSEAS' and 'MANAGEMENT SERVICES'.

OFFSHORE AND OVERSEAS

GUERNSEY (GIB RECOGNISED)

LUXEMBOURG (GIB RECOGNISED)

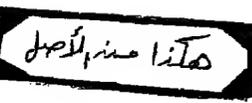
SWITZERLAND (GIB RECOGNISED)

BERMUDA AUTHORISED

GUERNSEY (**)

JERSEY (GIB RECOGNISED)

John Little



FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service. Columns include Fund Name, NAV, and % Change. Sections include: ISLE OF MAN (**), LUXEMBOURG (**), OTHER OFFSHORE FUNDS, and OFFSHORE INSURANCES.

LONDON SHARE SERVICE

Table of London Share Service. Columns include Fund Name, Price, and % Change. Sections include: BRITISH FUNDS, BRITISH FUNDS—Contd, AMERICANS, INT. BANK AND O'SEAS, CORPORATION LOANS, COMMONWEALTH & AFRICAN LOANS, and FOREIGN BONDS & RAILS.

Table of Money Market Trust Funds. Columns include Fund Name, Price, and % Change. Sections include: Money Market Trust Funds and Money Market Bank Accounts.

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128

LONDON SHARE SERVICE

CANADIANS

Table of Canadian stock prices including companies like Alcan, Inco, and Noranda.

BUILDING, TIMBER, ROADS - Contd

Table of stock prices for building, timber, and roads sectors.

ELECTRICALS

Table of stock prices for electrical companies.

ENGINEERING - Contd

Table of stock prices for engineering companies.

INDUSTRIALS (Misc.) - Contd

Table of stock prices for various industrial companies.

INDUSTRIALS (Misc.) - Contd

Table of stock prices for various industrial companies.

BANKS, HP & LEASING

Table of stock prices for banks and hire purchase/leasing companies.

CHEMICALS, PLASTICS

Table of stock prices for chemical and plastic companies.

FOOD, GROCERIES, ETC

Table of stock prices for food and grocery companies.

Hire Purchase, Leasing, etc.

Table of stock prices for hire purchase and leasing companies.

BEERS, WINES & SPIRITS

Table of stock prices for beer, wine, and spirit companies.

DRAPERY AND STORES

Table of stock prices for drapery and store companies.

HOTELS AND CATERERS

Table of stock prices for hotels and caterers.

BUILDING, TIMBER, ROADS

Table of stock prices for building, timber, and roads sectors.

ENGINEERING

Table of stock prices for engineering companies.

INDUSTRIALS (Misc.)

Table of stock prices for various industrial companies.

INSURANCES

Table of stock prices for insurance companies.

LEISURE

Table of stock prices for leisure companies.

Handwritten signature 'Joshi, no lito'

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128

Japanese Lira

LEISURE - Contd

Table of share prices for Leisure sector including companies like Leisure World, Leisure Time, etc.

PROPERTY

Table of share prices for Property sector including companies like Property Finance, etc.

TEXTILES - Contd

Table of share prices for Textiles sector including companies like Textiles Finance, etc.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, and Land sector including companies like Finance Land, etc.

OIL AND GAS - Contd

Table of share prices for Oil and Gas sector including companies like Oil Finance, etc.

MINES - Contd

Table of share prices for Mines sector including companies like Mines Finance, etc.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades sector including companies like Motors Finance, etc.

COMMERCIAL

Table of share prices for Commercial sector including companies like Commercial Finance, etc.

TOBACCO

Table of share prices for Tobacco sector including companies like Tobacco Finance, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land sector including companies like Finance Land, etc.

OVERSEAS TRADERS

Table of share prices for Overseas Traders sector including companies like Overseas Finance, etc.

MISCELLANEOUS

Table of share prices for Miscellaneous sector including companies like Miscellaneous Finance, etc.

Comments

Table of share prices with comments for various companies.

Garages and Distributors

Table of share prices for Garages and Distributors sector including companies like Garage Finance, etc.

Investment Trusts

Table of share prices for Investment Trusts sector including companies like Investment Finance, etc.

Finance, Land, etc

Table of share prices for Finance, Land, etc sector including companies like Finance Land, etc.

PLANTATIONS

Table of share prices for Plantations sector including companies like Plantation Finance, etc.

THIRD MARKET

Table of share prices for Third Market sector including companies like Third Market Finance, etc.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers sector including companies like Newspaper Finance, etc.

SHIPPING

Table of share prices for Shipping sector including companies like Shipping Finance, etc.

SHOES AND LEATHER

Table of share prices for Shoes and Leather sector including companies like Shoe Finance, etc.

DIAMOND AND PLATINUM

Table of share prices for Diamond and Platinum sector including companies like Diamond Finance, etc.

Central African

Table of share prices for Central African sector including companies like Central African Finance, etc.

REGIONAL & IRISH STOCKS

Table of share prices for Regional and Irish Stocks sector including companies like Regional Finance, etc.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, and Advertising sector including companies like Paper Finance, etc.

SOUTH AFRICANS

Table of share prices for South Africans sector including companies like South African Finance, etc.

TEXTILES

Table of share prices for Textiles sector including companies like Textiles Finance, etc.

OIL AND GAS

Table of share prices for Oil and Gas sector including companies like Oil Finance, etc.

FINANCE

Table of share prices for Finance sector including companies like Finance Finance, etc.

TRADITIONAL OPTIONS

Table of share prices for Traditional Options sector including companies like Traditional Finance, etc.

PROPERTY

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SHIPPING

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TRADITIONAL OPTIONS

Table of share prices for Traditional Options sector including companies like Traditional Finance, etc.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar surges on GNP data

CONFUSION FOLLOWED publication of first quarter US Gross National Product figures. According to a survey by IDEA, some 66.7 per cent of respondents thought the implicit price deflator - a measure of US inflation - would be the single most important feature for the dollar of the GNP report, with only 22.2 per cent believing the overall GNP figure was the most important.

This suggests why the dollar fell on news that the price deflator rose only 3.9 per cent in the first quarter, compared with 5.3 per cent in the fourth quarter. A survey by MMS International forecast a rise of 4.8 per cent. The market initially regarded this as an indication that inflation was not strong enough to justify tighter US monetary policy.

The dollar was trading at around DM1.8700, but immediately fell to DM1.8655, before rising equally suddenly as dealers responded to a higher than expected rise of 5.5 per cent in first quarter GNP growth, compared with 2.4 per cent in the fourth quarter. A survey by MMS suggested a likely rise of 5.0 per cent. The dollar rose quickly through DM1.8700, and closed at DM1.8785 in London, compared with DM1.8650 on Tuesday.

Later in New York the US

currency was hovering around DM1.88, amid suggestions that it broke through that level it could go up to DM1.90, but that the US Federal Reserve and the West German Bundesbank were likely to intervene to prevent such a move.

The decision to concentrate on the headline GNP figure seemed to ignore several other factors however. The sharp rise in the first quarter, when compared with the fourth quarter, was largely a reflection of increased agricultural production, as the economy returned to a level unaffected by last summer's drought. Non-farm growth during the period fell to a seasonally adjusted annual growth rate of 3 per cent, from 3.5 per cent.

Nevertheless the dollar rose against all major currencies, to close in London at ¥132.20, compared with ¥131.35; to SFr1.6580 from SFr1.6445; and to FF6.3575 from FF6.3100. According to the Bank of England the dollar's exchange

rate index rose to 68.4 from 68.0.

The other major economic event of the day was publication of the UK trade figures. The visible deficit of £1.7bn and a current account shortfall of £1.2bn in March were an improvement on the February figures and better than most forecasts. The market was expecting a visible deficit of around £2bn and a current account deficit of £1.5bn.

Sterling was hit by the rising dollar, falling 1/4 cent to \$1.8688, while fading speculation about a rise in UK interest rates, and doubts that the figures represent a sustainable turnaround in the trade position, limited gains against other currencies. The pound closed unchanged at DM3.1725, and rose to SFr2.8000 from SFr2.7975 and to FF10.7350 from FF10.7325, but eased to Y223.25 from Y223.50. On Bank of England figures, sterling's index fell 0.2 to 95.1.

FINANCIAL FUTURES

Sterling prices firmer

SHORT STERLING futures finished up from the close on Tuesday, but were still well down from the day's highs. The best point of the day was attained soon after news of a smaller than expected UK March trade deficit. However, many investors were content to take profits at the day's high.

Subsequent analysis also suggested that a potentially unsustainable decrease in car imports made the overall deficit better than the underlying trend may suggest. Consequently, the June short sterling price slipped from a high of 87.09 to finish at 86.97, although this was still well up from the opening level and Tuesday's close of 86.27.

US Treasury bond futures showed a mixed response after the release of first quarter US GNP data. The June price touched a high of 90.05 after a smaller than expected inflation figure - as measured by the implicit price deflator - but finished below its best level at 89.24, marginally firmer than the opening level of 89.23 and Tuesday's close of 89.22.

Estimated volume total, Calls 203 Puts 200 Previous day's open Int. Calls 204 Puts 213

Estimated volume total, Calls 228 Puts 214 Previous day's open Int. Calls 228 Puts 214

Estimated volume total, Calls 203 Puts 200 Previous day's open Int. Calls 204 Puts 213

Estimated volume total, Calls 203 Puts 200 Previous day's open Int. Calls 204 Puts 213

IN NEW YORK

| Apr. 26 | Latest | Previous |
|-----------|---------------|---------------|
| 1 month | 1.6925-1.6950 | 1.6925-1.6950 |
| 3 months | 1.22-1.2250 | 1.30-1.2700 |
| 12 months | 4.00-3.9500 | 4.30-4.2000 |

Forward premiums and discounts apply to the US dollar

STERLING INDEX

| Apr. 26 | Latest | Previous |
|----------|--------|----------|
| 8.30 am | 95.1 | 95.2 |
| 9.00 am | 95.1 | 95.3 |
| 10.00 am | 95.1 | 95.3 |
| 11.00 am | 95.1 | 95.2 |
| 1.00 pm | 95.2 | 95.3 |
| 2.00 pm | 95.2 | 95.3 |
| 3.00 pm | 95.1 | 95.3 |
| 4.00 pm | 95.1 | 95.3 |

CURRENCY RATES

| Apr. 26 | Bank rate | Spot rate | Forward rate | European currency |
|-------------|-----------|-----------|--------------|-------------------|
| US Dollar | 5.5 | 1.8785 | 1.8785 | DM |
| Switzerland | 4.5 | 2.8000 | 2.8000 | SFr |
| Japan | 5.0 | 132.20 | 132.20 | ¥ |
| France | 5.5 | 6.3575 | 6.3575 | FF |
| Italy | 10.0 | 136.50 | 136.50 | Li |
| Spain | 10.0 | 166.64 | 166.64 | Ptas |
| UK | 9.0 | 95.1 | 95.1 | £ |

CURRENCY MOVEMENTS

| Apr. 26 | Bank of England | Change % |
|-------------------|-----------------|----------|
| Sterling | 95.1 | +0.3 |
| US Dollar | 68.4 | +0.2 |
| Canadian Dollar | 162.7 | +0.3 |
| Australian Dollar | 106.6 | +0.9 |
| Belgian Franc | 105.9 | +0.8 |
| Dutch Guilder | 103.7 | +0.8 |
| French Franc | 112.7 | +0.6 |
| West German Mark | 113.1 | +0.6 |
| Italian Lira | 147.3 | +0.3 |
| Japanese Yen | 132.2 | +0.2 |
| Spanish Ptas | 166.6 | +0.2 |
| Swiss Franc | 147.3 | +0.3 |
| Yen | 132.2 | +0.2 |

OTHER CURRENCIES

| Apr. 26 | £ | DM | ¥ | S |
|--------------|---------|---------|---------|---------|
| Argentina | 139.75 | 150.95 | 94.0000 | 94.0000 |
| Australia | 2.1100 | 2.1335 | 1.2500 | 1.2500 |
| Canada | 1.7250 | 1.7500 | 1.3200 | 1.3200 |
| France | 1.0750 | 1.0775 | 1.3670 | 1.3670 |
| Germany | 1.6250 | 1.6275 | 1.3670 | 1.3670 |
| Hong Kong | 13.1575 | 13.1700 | 7.7775 | 7.7775 |
| India | 112.20 | 113.20 | 46.80 | 46.80 |
| Indonesia | 1.4910 | 1.4920 | 2.0700 | 2.0700 |
| Japan | 1.3475 | 1.3490 | 2.6650 | 2.6650 |
| Malaysia | 4.0250 | 4.0300 | 2.6650 | 2.6650 |
| Netherlands | 1.2400 | 1.2410 | 1.6250 | 1.6250 |
| New Zealand | 1.5400 | 1.5410 | 3.7000 | 3.7000 |
| Portugal | 20.0000 | 20.0000 | 20.0000 | 20.0000 |
| Saudi Arabia | 4.3125 | 4.3225 | 2.5500 | 2.5500 |
| South Africa | 1.8950 | 1.8960 | 1.6900 | 1.6900 |
| Taiwan | 45.25 | 45.25 | 26.75 | 26.75 |
| U.K. | 0.2100 | 0.2100 | 0.6725 | 0.6725 |

EMS EUROPEAN CURRENCY UNIT RATES

| Country | Central bank rate | Current account | % change from 1988 | % change from 1987 | Overseas limit % |
|-------------|-------------------|-----------------|--------------------|--------------------|------------------|
| Belgium | 42.4582 | 41.5399 | +2.54 | +0.86 | 1.1544 |
| Denmark | 7.8212 | 8.0287 | -3.04 | -1.38 | 1.5404 |
| France | 6.5595 | 6.5595 | 0.00 | 0.00 | 1.9374 |
| Germany | 7.0304 | 7.0304 | 0.00 | 0.00 | 1.9374 |
| Italy | 2.3461 | 2.3461 | 0.00 | 0.00 | 2.0102 |
| Netherlands | 0.7681 | 0.7681 | 0.00 | 0.00 | 1.9374 |
| Spain | 1.6326 | 1.6326 | 0.00 | 0.00 | 1.0792 |

POUND SPOT - FORWARD AGAINST THE POUND

| Apr. 26 | Day's spread | Close | One month | Three months | Six months | One year |
|--------------|---------------|---------------|-------------|--------------|-------------|----------|
| US | 1.6890-1.7000 | 1.6890-1.6890 | 0.42-0.3900 | 2.88 | 1.20-1.1500 | 2.78 |
| Canada | 2.0100-2.0200 | 2.0100-2.0100 | 0.09-0.0200 | 0.21 | 0.34-0.4000 | 0.49 |
| Japan | 13.23-13.24 | 13.23-13.24 | 0.59-0.5700 | 3.29 | 1.62-1.5900 | 3.04 |
| France | 11.85-11.87 | 11.85-11.87 | 0.50-0.5000 | 2.06 | 2.00-2.0000 | 1.94 |
| Germany | 3.18-3.18 | 3.17-3.17 | 1.4-1.4000 | 6.96 | 3.1-3.1000 | 6.62 |
| Italy | 261.25-263.35 | 262.05-263.05 | 16-1600 | 0.84 | 0.60-0.60 | 0.69 |
| Spain | 15.45-15.50 | 15.45-15.50 | 0.30-0.3000 | 1.03 | 0.30-0.30 | 1.03 |
| Sweden | 10.72-10.75 | 10.74-10.74 | 1.4-1.4000 | 4.40 | 1.1-1.1000 | 4.29 |
| Switzerland | 10.76-10.80 | 10.76-10.77 | 1.4-1.4000 | 2.53 | 0.4-0.4000 | 1.49 |
| Denmark | 2.27-2.28 | 2.27-2.28 | 0.50-0.5000 | 1.07 | 0.4-0.4000 | 1.07 |
| Australia | 22.25-22.36 | 22.30-22.33 | 1.5-1.5000 | 6.42 | 3.6-3.3000 | 6.30 |
| South Africa | 2.79-2.80 | 2.79-2.80 | 0.49-0.4900 | 3.45 | 1.4-1.4000 | 3.44 |

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

| Apr. 26 | Day's spread | Close | One month | Three months | Six months | One year |
|--------------|---------------|---------------|-------------|--------------|-------------|----------|
| UK | 1.6890-1.7000 | 1.6890-1.6890 | 0.42-0.3900 | 2.88 | 1.20-1.1500 | 2.78 |
| Canada | 1.2125-1.2175 | 1.2125-1.2125 | 0.10-0.1000 | 1.64 | 0.67-0.6700 | 1.64 |
| Japan | 2.1100-2.1100 | 2.1100-2.1100 | 0.59-0.5700 | 3.29 | 1.62-1.5900 | 3.04 |
| France | 1.6250-1.6275 | 1.6250-1.6275 | 0.50-0.5000 | 2.06 | 2.00-2.0000 | 1.94 |
| Germany | 3.18-3.18 | 3.17-3.17 | 1.4-1.4000 | 6.96 | 3.1-3.1000 | 6.62 |
| Italy | 2.3461-2.3461 | 2.3461-2.3461 | 0.00-0.0000 | 0.00 | 0.00-0.0000 | 0.00 |
| Netherlands | 0.7681-0.7681 | 0.7681-0.7681 | 0.00-0.0000 | 0.00 | 0.00-0.0000 | 0.00 |
| Spain | 1.6326-1.6326 | 1.6326-1.6326 | 0.00-0.0000 | 0.00 | 0.00-0.0000 | 0.00 |
| Sweden | 10.72-10.75 | 10.74-10.74 | 1.4-1.4000 | 4.40 | 1.1-1.1000 | 4.29 |
| Switzerland | 10.76-10.80 | 10.76-10.77 | 1.4-1.4000 | 2.53 | 0.4-0.4000 | 1.49 |
| Denmark | 2.27-2.28 | 2.27-2.28 | 0.50-0.5000 | 1.07 | 0.4-0.4000 | 1.07 |
| Australia | 22.25-22.36 | 22.30-22.33 | 1.5-1.5000 | 6.42 | 3.6-3.3000 | 6.30 |
| South Africa | 2.79-2.80 | 2.79-2.80 | 0.49-0.4900 | 3.45 | 1.4-1.4000 | 3.44 |

EURO-CURRENCY INTEREST RATES

| Apr. 26 | Short term | 7 days notice | One month | Three months | Six months | One year |
|--------------------|------------|---------------|-----------|--------------|------------|----------|
| Sterling | 12.11% | 12.12% | 12.12% | 12.12% | 12.12% | 12.12% |
| US Dollar | 9.00% | 9.00% | 9.00% | 9.00% | 9.00% | 9.00% |
| Canadian Dollar | 12.12% | 12.12% | 12.12% | 12.12% | 12.12% | 12.12% |
| Japanese Yen | 6.00% | 6.00% | 6.00% | 6.00% | 6.00% | 6.00% |
| French Franc | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| German Mark | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| Italian Lira | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| Dutch Guilder | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| Swiss Franc | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| Spanish Ptas | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| Australian Dollar | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |
| South African Rand | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% | 11.00% |

EXCHANGE CROSS RATES

| Apr. 26 | £ | S | DM | ¥ | F.Fr. | S.Fr. | H.Fr. | Lira | C.S. | B.Fr. |
|---------|-------|-------|-------|-------|-------|-------|--------|-------|-------|-------|
| £ | 0.992 | 1.687 | 1.317 | 223.1 | 16.39 | 2.688 | 1.578 | 2325 | 2.011 | 66.25 |
| DM | 0.415 | 0.732 | 1.41 | 79.39 | 1.395 | 0.982 | 1.128 | 72.7 | 0.634 | 20.91 |
| ¥ | 4.478 | 7.564 | 14.21 | 1000 | 16.03 | 12.54 | 10.012 | 100.0 | 0.605 | 29.71 |
| F.Fr. | 0.931 | 1.573 | 2.954 | 209.1 | 2.007 | 1.331 | 2.010 | 1.872 | 61.70 | 63.70 |
| S.Fr. | 0.357 | 0.603 | 1.133 | 79.75 | 1.306 | 1.218 | 0.718 | 0.718 | 18.70 | 18.70 |
| H.Fr. | 0.479 | 0.472 | 0.887 | 62.41 | 0.302 | 0.783 | 1.649 | 0.586 | 18.54 | 18.54 |
| Lira | 0.200 | 0.726 | 1.365 | 96.04 | 4.019 | 1.204 | 1.539 | 100.0 | 0.865 | 20.54 |
| C.S. | 0.497 | 0.840 | 1.578 | 111.0 | 1.341 | 1.927 | 1.779 | 1156 | 1.00 | 32.99 |
| B.Fr. | 1.087 | 2.546 | 4.782 | 336.5 | 1.492 | 3.593 | 3.504 | 3.033 | 100.0 | 100.0 |

FT LONDON INTERBANK FIXING

| Apr. 26 | 3 months US dollar | 6 months US dollar |
|----------|--------------------|--------------------|
| 11.00 am | 10.1% | 10.1% |
| 12.00 pm | 10.1% | 10.1% |

MONEY RATES

| Apr. 26 | Overnight | One month | Three months | Six months | One year |
|------------------------|-----------|-----------|--------------|------------|----------|
| Interbank Offer | 13 | 12% | 12% | 12% | 12% |
| Interbank Bid | 9 | 11% | 11% | 11% | 11% |
| Sterling CD | 11% | 11% | 11% | 11% | 11% |
| Local Authority | 11% | 11% | 11% | 11% | 11% |
| Local Authority Bonds | 11% | 11% | 11% | 11% | 11% |
| Discount Rate | 11% | 11% | 11% | 11% | 11% |
| Prime Rate | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (30 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (90 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (180 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (360 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (540 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (720 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (900 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (1080 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (1260 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (1440 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (1620 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (1800 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (2160 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (2520 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (2880 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (3240 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (3600 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (4000 days) | 11% | 11% | 11% | 11% | 11% |
| Bank Bills (4500 days) | 11% | | | | |

WORLD STOCK MARKETS

Japan's Lira

Table of stock market data for various countries including Austria, France, Germany, Italy, Sweden, Denmark, Finland, Japan, and South Africa. Columns include country, date, and various stock indices.

Table of stock market data for Canada, including Toronto and Montreal sections with various stock indices and prices.

Table of stock market data for Australia, New Zealand, and other regions, including various stock indices and prices.

Table of stock market data for the UK, including various stock indices and prices.

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NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for stock name, price, and change. Includes a handwritten note 'Aspirino Lito' at the top.

OVER-THE-COUNTER

Table of Over-the-Counter prices listing various stocks with columns for stock name, price, and change.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices listing various stocks with columns for stock name, price, and change.

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AMERICA

Dow rises despite strength of GNP figures

Wall Street

THE RELEASE of preliminary first-quarter gross national product figures yesterday appeared to have little impact on an equity market that is marching to its own internal dynamics, writes Janet Bush in New York.

reported that GNP had risen by 5.5 per cent in the first quarter, 2.5 per cent of which was due to the effects of last year's drought. This compared with growth of 3.5 per cent in the final quarter of last year, once drought-related factors were stripped out, and with forecasts of a rise in the first three months of this year of nearer to 5 per cent.

by higher oil import prices, making very little sense of fundamental trends. Yesterday's release showed overall economic growth is decelerating - but not markedly - and that inflation is indeed rising. Financial markets have often not reacted particularly dramatically to quarterly GNP releases, because these are historical and much of the information is already known.

current inflationary trends. Markets still have to digest more economic figures this week, including today's March personal income and expenditure data and tomorrow's March leading indicators.

analysts' forecasts. It achieved net income of \$1.96 a share in the first quarter compared with \$1.21 a year ago. Dominion Bankshares added \$ to \$20 in over-the-counter trading on speculation that it might become a takeover target of NCB, now that it has terminated its offer for Citizens & Southern. MCorp, the Texas bank holding company which recently filed for bankruptcy, rose \$ to \$ after NCNB said that it would probably bid for the M banks.

ASIA PACIFIC

Nikkei surges to all-time peak as confidence grows

Tokyo

GROWING optimism about the equity market sent investors on a broad-based buying binge that saw share prices surge to an all-time high, writes Michiko Nakamoto in Tokyo.

investment funds has also helped give the market energy. In addition, with a flurry of business results to be announced in May, there is interest in companies expected to report better earnings. Some analysts, however, are concerned. "The market is speculative, it is rotational and a number of people are still very confused and just chasing the latest story," one said.

Exceptions were the smaller Taiwanese and Korean markets, which both fell sharply. AUSTRALIA closed marginally easier as the early positive trend faded with the news that Banks Hovis McDougall had built a 14.9 per cent stake in Goodman Fielder Wattle. On Monday RHM launched a hostile reverse bid for Goodman.

Amsterdam bloom fades as caution sets in

Profit-taking has helped to tip the market off its post-crash high, writes Laura Raun

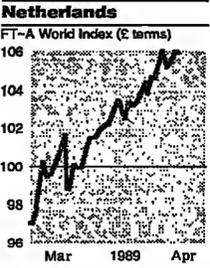
THE BLOOM is off the tulip as far as the Amsterdam Stock Exchange is concerned. Caution has set in following a euphoric climb to a post-crash high amid buoyant turnover in recent weeks.

consolidation is in the air. "It's more likely to go down than up, but not significantly," predicts Mr Roh Sweers, chief securities analyst of Banque Paribas in Amsterdam. "It could be 5 per cent down in the next month."

into black figures from red ones. A gaggle of medium-size companies has been propelled by explosive earnings growth. Corporate profits of 70 actively traded Dutch companies rose by an average 20 per cent in 1988, according to Mr Folko Tuin, chief analyst for Kempen & Co. That pace will slow only moderately to 15 per cent this year, he adds.

diversely prune business investment and consumer spending. Mr Sweers is worried that cabinet ministers' horse-trading over next year's budget is so rancorous that the air could stay poisoned even if a compromise is reached.

sterling terms in a year's time. Some 84 per cent think Far Eastern stocks will be higher, while 78 per cent expect Japan to rise.



EUROPE

Paris leads losses in quiet trading

WORRIES about inflation and higher interest rates weighed on trading, and bourses were mostly weaker or unchanged, writes Our Markets Staff.

market closed, and arrived about the same time as provisional West German consumer price figures for April, which showed a 0.6 per cent increase instead of the expected 0.3 per cent. The rise in March was 0.2 per cent. Share prices, already unsettled by concern about the inflation outlook, turned down in unofficial trading.

MILAN suffered from litters over domestic inflation as preliminary data emerged showing an increase of 0.6 per cent for April - the highest rise for several months. The Comit index gave up 4.98 to 615.32 and volumes were pegged at a low 1.140bn, as investors trickled back from Tuesday's holiday.

light trading. Investors continued to buy some profits, and the mood was cautious because of fears of an interest rate increase. Banks remained out of favour, with most declining. The Bank of Spain's credit squeeze is felt to be affecting lending. Santander was off 20 points at 245 per cent of par.

SOUTH AFRICA

MOST investors hung back in Johannesburg, waiting for the outcome of Mincoro's bid for Consolidated Gold Fields. Mincoro fell 21 to R61, while Gold Fields rose R2.25 to R89.25.

Europe inspires bullish view

UK FUND managers are bullish about long-term prospects for equities in the Pacific Rim and continental Europe, but divided about the outlook for the US, according to a survey by Godwin, the independent financial advisers, writes Alison Macdonald.

be higher over the next three months and 49 per cent at the same level. For Europe the figures are 41 per cent higher and 59 per cent the same, for the US 19 per cent higher, 49 per cent the same and 32 per cent lower, and for Japan 24 per cent higher, 54 per cent the same and 22 per cent lower. The survey was conducted at the start of April - before news of the resignation of the Japanese Prime Minister.

Table with columns: NATIONAL AND REGIONAL MARKETS, FT-ACTUARIES WORLD INDICES, and DOLLAR INDEX. It lists various countries and their stock indices with daily changes and year-to-date performance.

Advertisement for Two Major Transportation Conferences arranged by the FINANCIAL TIMES. It details the World Rail - Service and Profit conference on May 8, 1989, and the Transport Links with the Continent conference on May 9 & 10, 1989. It lists speakers like Mr Stanley Crane, Mr Charles Hoppe, and Mr Kevin Hyde.

ACCOUNTANCY COLUMN

Identity crisis threatens balance sheet values

By Richard Waters

THE BRITISH balance sheet is suffering an identity crisis. No one seems able to agree on its purpose in life any more, least of all accountants, who constructed it.

As a result, balance sheets are in a mess. In the words of a heavyweight group set up by the Institute of Chartered Accountants of Scotland last year: "The present balance sheet almost defies description."

This should matter to more than accountants. Balance sheets are one of the prime sources of financial information about a company, and hence important to the efficient running of financial markets.

The problem is that UK balance sheets contain a mixture of costs and valuations (the most recent example being brand valuations). The costs mean little, since they are often costs incurred at different times which have been added together. Valuations may be done on a number of different bases, none of which are compatible. Also, balance sheets do not show liabilities which should be there (a practice known as off balance sheet finance).

Yet they are used extensively for commercial purposes. While accountants warn that they are practically meaningless, a whole industry of analysis has been built on this dubious construct.

- Consider the following:
 - Companies' articles of association and loan covenants are stuffed with references to gearing or shareholders' funds, determining a company's borrowing powers in balance sheet terms.
 - Analysts and financial journalists

use balance sheet-based indicators when making judgements about companies; gearing, net assets and return on capital. These tests form part of the paraphernalia of corporate analysis and are central to the financial world's jargon.

It is not just idle scribbles who give these notions currency. Sophisticated investors keep a close eye on ratios such as gearing. As a result, the consumers of capital are forced to pay close attention to how they present their balance sheets to the financial markets.

Take TL, its finance director, Mr Michael Garner, said at the end of last year, when announcing a change to his group's accounting policies, that accounting considerations had forced his company in the past to raise money through an issue of equity when it would rather have borrowed the money. This highlights an alarming inefficiency in the capital markets, where accounting, which is meant only to record financial reality, ends up dictating it.

The International Stock Exchange uses an asset test for deciding when companies need their shareholders' approval for acquisitions or disposals. This was extended to include intangible assets (such as brands) last month. It means that a company which values its brands may have a positive advantage over one which does not.

The Bank of England's prudential requirements for banks are based on balance sheet criteria (though modified ones, rather than those shown to shareholders). As a result, the City was treated to the spectacle recently

of National Westminster conjuring up an extra £500m of primary capital by revaluing its properties and turning the excess from the revaluation, via a bonus issue of shares, into equity.

In a purely historical cost balance sheet (of the type used in the US, for instance), this would not be possible. This is therefore a classic case of how national accounting differences can give companies an advantage over foreign competitors.

It also gives the quick-witted an advantage over national competitors. Barclays Bank, for instance, says it might have had to raise £200m less by its controversial rights issue a year ago if it had been able to adopt the NatWest route.

Not only large companies are affected: small ones may not realise it, but their balance sheets are studied by credit insurers and the like.

With so much at stake, it is not surprising that much effort goes into reconstructing balance sheets. The financial world has been treated to a string of imaginative moves in the last 18 months. Much of it has been prompted by the wave of acquisitions and subsequent need to write off goodwill, which has depleted the reserves of acquisitive companies.

The latest and most obvious example is the move to revalue brands (for example, by Rank's Hovis McDougall and Guinness) or to record acquired brands at cost (Grand Metropolitan and Hodgson Holdings).

Other ways of dealing with the trauma of goodwill have been used by Satchi & Satchi and Hanson (which have added back goodwill for the purposes of calculating their borrowing

powers), British & Commonwealth (which has written it off against profits) and MAI (which has done the same as B&C, but taken the charge below the line).

This is by no means the end of it with skilfully-devised convertible preference shares, it has been possible to raise money that looks very much like debt but which can be accounted for as equity, creating reserves against which goodwill can be eliminated (Satchi again, and United Biscuits).

Off-balance sheet finance, the other plague of the late 80s, is by its nature much harder to identify. Among the schemes to have been recorded publicly are ones used by Burton and Storehouse, but accountants warn that these are just the tip of the iceberg.

The accountancy profession has been ill-prepared for this rash of window-dressing. A large part of the problem is that accountants cannot decide what balance sheets are for.

There are two opposing views. On the one hand are those who say that they should simply be a record of money which a company has spent. Unlike the costs that go through the profit and loss account, these are costs incurred for future benefits. They are put into the balance sheet and written down until all of their profit-generating capability has been used up.

Others look at balance sheets differently. This view is that they should (and to an extent do) give an indication of value - though not a company's full value, since only the stock market can arrive at this figure.

The value argument makes traditional accountants furious. Balance sheets should stick to showing costs (which are measurable, and therefore precise) rather than values (which are subjective and therefore largely meaningless). If not, they become worthless.

The cost argument is holding sway - but for how long?

The Accounting Standards Committee has decided to dig in on this point in the fight over brand accounting. If you buy a brand, you can show it at cost in your balance sheet; if you build it from scratch, you cannot put it in the balance sheet at all.

However, accountants themselves could be accused of having encouraged the brand accounting trend by allowing companies to revalue other assets, like buildings.

Few companies now show these at cost, but put them in their accounts at a value. If tangible assets are revalued in this way, why not intangible ones?

These considerations undermine the cost argument. In the most severe attack yet mounted, the Institute of Chartered Accountants of Scotland last year argued that balance sheets should record values, because "Business activity is about the adding of value, so financial statements should reflect this."

As the accountancy profession tries to tug the financial community in opposite directions, meanwhile, it remains open season for companies who want to present their accounts in the best light. This one looks set to run and run.

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ASSISTANT CONTROLEUR — RESPONSABILITES EUROPEENNES

A \$32,000 + Voiture

Notre client, groupe Industriel de dimension mondiale (16 pays, chiffre d'affaires c. \$200 millions) recherche pour son siège international à Londres, un jeune assistant contrôleur.

Les pays où la personne choisie aura responsabilité seront l'Allemagne, l'Autriche et surtout la France. Nos activités dans ce dernier pays comprennent environ 30% du chiffre d'affaires du groupe, avec un effectif de 1400 personnes. Quatre filiales françaises viennent d'être créées, ayant auparavant été des divisions de notre groupe français avec un siège en France: une structure 'holding' vient d'être établie, ce qui exige des interventions plus directes de la part du service financier de Londres.

Compétence requise (ACA, ACCA) vous serez passé

une partie de votre carrière dans un groupe Européen ou vous aurez acquis de l'expérience des systèmes français de comptabilité et gestion qui vous permettra d'intervenir en France et éventuellement au Bénélux. Vous parlez couramment le Français et évidemment une connaissance de l'Allemand serait particulièrement intéressante, vu les contacts avec la RFA et l'Autriche.

Si ce poste vous intéresse vous voudrez bien contacter Karen Wilson BA ACMA qui vous donnera (en Anglais) de plus amples renseignements sur le poste et le profil de la personne recherchée. Téléphones: 01-491 5431 (0895-633429 Soir/Weekend) FMS, 14 Cork Street, London W1X 1FF.

FMS

Search and Selection Specialists for Financial Management

CORPORATE TREASURER

London

c.£40,000 plus car

Our client is a rapidly expanding international distribution and related services group with locations in 23 countries. Quoted on the USM, with turnover presently in excess of £300 million, the group now proposes to create a specialist treasury function in its corporate headquarters.

The appointee will support the Group Finance Director by providing a full treasury service for managing the financial resources of the company. The position will call for considerable activity in foreign currency management, monitoring cash flows and facilities, funding and interest rate exposure

management. This will require the setting up of systems and procedures, with particular emphasis on computerised systems to support FX management.

Candidates must have built their careers to date in a banking or commercial operations environment which has exposed them to treasury management and strategy at an international level and required winning the confidence of directors, bankers and professional advisers.

Please send career details, in confidence, to Mike Blanckenhagen quoting Ref: R5401.



Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

UK Tax Manager

Bass Burton-on-Trent to £40,000 + Car

Bass plc is one of the largest groups in the UK, with revenue exceeding £3.7bn and 84,000 employees. The Group's major activities encompass brewing, drinks, pub retailing, hotels, restaurants and leisure.

The tax considerations of such a large group are considerable. UK activities account for 90% of its total operations and as UK Tax Manager, you will be responsible for all aspects of direct and indirect UK taxation. Reporting to the Group Financial Controller and managing a department of 8 people, you will help develop and implement tax strategy, provide a tax advisory service and supervise compliance at both group and subsidiary level. Aged 32-40 you should ideally be a qualified accountant of graduate calibre with significant experience of the

major aspects of UK taxation, either in commerce or the profession. You will have well developed management and interpersonal skills, initiative and drive, with the potential to move into other areas of financial management.

Interested applicants should write enclosing a comprehensive CV with daytime telephone number, quoting Ref: 305, to Barry Ollier, BA, ACA, Whitehead Rice, 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

Whitehead Rice

MANAGEMENT SELECTION

... "A Leader Among Professionals" ...

Corporate Finance Senior Manager

London

c£40,000 + car

The Corporate Finance Division of this major international firm of accountants has fast become a market leader with an outstanding reputation for innovation and professionalism. An extensive client base of rapidly growing PLCs offers plenty of scope for continuing aggressive expansion across a broad spectrum, in an advisory capacity.

Working to Specialist Partners, your role encompasses responsibility for a wide range of assignments, managing and developing a first rate team. You will contribute significantly to practice development and strategy.

You will be a graduate qualified accountant with 5-7 years' p.q.e. for possibly an MBA or a lawyer) with solid

grounding in stock exchange work. Probably you have specialist experience you wish to develop further in corporate advisory work, mergers and acquisitions, venture and development capital and treasury advice. You work well at senior levels in the City and with other professionals, have excellent communication skills, a professional outlook and are ambitious.

The comprehensive remuneration package is excellent and career opportunities are outstanding.

Applications, by letter or fax, should be addressed to John Cockerill, quoting reference 6191J, at Roland Orr & Partners, Management Consultants, 12 New Burlington Street, London W1X 1FF. Telephone 01 439 6891, Fax 01 439 7665.

Roland Orr & Partners Management Consultants
12 New Burlington Street, London W1X 1FF
Telephone 01 439 6891

INTERNAL AUDIT

International plc

c. £26k + Car

Our client is a medium sized highly successful international PLC manufacturing and marketing high quality products and growing strongly in Europe, the USA and Far East.

This new post, in the small group head office in Kent, will be responsible to the Finance Director for setting up a proactive internal audit function within the group to improve commercial performance and profit. There will also be involvement in acquisition appraisals. International travel will be required, particularly to the USA.

This is an excellent opportunity for a recently qualified ACA or equivalent in their mid to late 20's, with an impeccable audit and systems background, to show achievement and develop an industrial career either in a senior financial or line management role in this growing group.

The remuneration package of around £26,000, a car and excellent benefits includes generous removal assistance if required.

St. James's Management Recruitment

33 St. James's Street, London SW1A 1HU (01-493 1788)

The Recruitment Division of John Lloyd & Partners Limited, Management Consultants

GROUP CHIEF ACCOUNTANT FINANCIAL SERVICES

Surrey to £45,000 + car + banking benefits

Our client, a subsidiary of a clearing bank, is one of the largest finance houses in the UK with around 100 trading subsidiaries and associates.

A Group Chief Accountant is required who will assume overall responsibility for all aspects of the financial accounting, budgetary control and tax functions of the Group. This will include compliance with statutory accounting and Bank of England reporting requirements and the continued development of management accounting techniques.

Candidates must be qualified accountants, preferably chartered, with at least ten years post qualification experience in increasingly senior appointments. Previous experience within the financial services sector is strongly preferred although candidates who can

demonstrate the ability to manage the financial accounting affairs of a large and complex industrial group would be considered.

Well developed staff management skills are essential and candidates must have the confidence and personal credibility to liaise at a senior level with the parent bank, the Bank of England, and professional advisers. Candidates must be innovative and forward looking but this should be matched with an attention to detail.

In addition to an attractive basic salary, the package will include an executive car, bonus, profit sharing and subsidised mortgage, in addition to excellent career opportunities.

Please write in confidence with career details, quoting ref: L5487 to Mike Blanckenhagen.

KPMG Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

Management Accountant Financial Planning

Reading

To £26,000 + Car + Benefits

Yellow Pages is a £multi-million business with an extensive range of published and electronic products that make it the acknowledged leader in its specialist field. This 600 strong company is characterised by innovation, success and dynamic growth.

This is a new post, created as a result of the rapid expansion of our core business and additional peripheral activities. You will have overall responsibility for enhancing the quality of Management Accounting at Yellow Pages, with the support of a small team which you will build around you. Particular emphasis will be placed on improving the interpretation, evaluation and presentation of financial information, through the detailed analysis of budgets and plans and the use of financial models to aid forecasting.

In addition, importance will be placed on the use of variance analysis to support budget submissions and to predict trends.

Ideally, you should be a Qualified Accountant with 2 years or more post-qualification commercial experience. Hands-on experience of

computer-based accounting and financial planning systems is essential.

You should possess strong interpersonal skills as this role will demand close liaison with managers throughout the company.

In return for your experience and ability, an attractive package is on offer, together with real potential for career advancement and the opportunity to make a significant contribution to the business.

Please write with a full CV to Mrs. S. Kellaway, Recruitment Manager, Yellow Pages, Queens Walk, Reading RG1 7PT, or call her on 0734 506811.

We are an equal opportunity employer.



Qualified Accountants

£ excellent packages

Wellcome is an international group devoted to the research, development and marketing of products for the promotion of human health with current annual sales in excess of £1.25 billion.

Two of the vacancies are within the Group Financial Controller's department, based at the Group's Head Office at Euston in London-

MANAGEMENT ACCOUNTANT - to assist with the provision of timely and accurate group management information. The department uses computers extensively and is currently redeveloping its principal systems. Candidates, in their late twenties/early thirties, should have had substantial exposure to management accounting and budgetary control in a computerised multi-currency environment.

FINANCIAL ACCOUNTANT - a member of a team engaged in UK and US corporate reporting plus a variety of unstructured corporate accounting projects. Candidates should have a minimum of three years post-qualification experience with substantial exposure to large corporate audits. Applicants are likely to be Assistant Managers in professional firms and it is unlikely that anyone under the age of 27 will have the appropriate breadth of experience required.

First-rate remuneration packages will be offered according to age and experience and more mature candidates should not be deterred from applying. Relocation assistance is available where appropriate.

The Group Finance Directorate has vacancies for high-calibre qualified accountants. These positions are entry points within Wellcome's Career Development Plan, designed to provide a variety of experience in different areas of finance.

The other vacancies are based at Dartford in Kent, the principal UK manufacturing site-

SENIOR INTERNAL AUDITOR - as part of the Group Internal Audit department you will be engaged in a variety of operational and financial audits, some of which will involve overseas travel. This role includes advising management at all levels and undertaking appraisals and investigatory work and involvement with a variety of computerised systems. Candidates, not less than 26 years of age, will have at least 2 years' post-qualification experience.

FINANCIAL ACCOUNTING/FORECASTING - Ambitious newly qualified accountants, wishing to develop their careers, are required to be members of the team which provides accounting services to the Group's UK operations, which include manufacturing, sales and marketing and research and development.

Please write with full career details indicating post of interest to: Iris Sargent, Personnel Manager, The Wellcome Foundation Ltd, 123 Euston Road, London NW1 2BF. Alternatively ring 01-387 4477, ext. 3111 for an application form.

- The Wellcome Group of Companies.
- Major British Pharmaceutical Group
- Annual Turnover >£1.250m
- An Equal Opportunity Employer



Taking the financial overview

Newly/Recently Qualified Accountant

c.£28,000 + Car

Part of a highly successful group, this fast-growing service company seeks an ambitious and commercially-minded accountant to take on responsibility for the entire financial control and reporting process.

Reporting to the Group Financial Controller and liaising widely both in the UK and overseas, your specific concerns will include mergers and acquisitions, treasury work, cash flow projections, forecasting, budgeting, tax planning and ad hoc analysis.



MERVYN DINNEN ASSOCIATES

46 MOORGATE, LONDON EC2R 6EL TEL: 01-638 1711

To make the most of this challenge, you should be a qualified ACA, ACCA or ACMA, aged in your mid-late 20's, with experience of a service industry and the ability to progress both with and within the company.

Naturally, you can expect a wide range of first-class benefits, including a fully-expensed car.

For further details please telephone Josephine Harvey on 01-638 1711 or write to her enclosing full career details.

LONDON

CRAWLEY

Career Growth for Finance Professionals in a Technological Oasis

Tax Free Salaries

Saudi Arabia

Our client the Saudi Pharmaceutical Industries and Medical Appliances Company (SPIMACO) will operate the largest pharmaceutical plant in the Arabian peninsula. Based at Al Qassim, the Facility will be amongst the most technologically advanced in the world.

Factory Accountant

A hands-on accounting position with overall day to day responsibility for the co-ordination, preparation and analysis of the accounts. Additional responsibilities will include cash flow forecasts, capital expenditure control, cost and management accounts and overseeing the office services.

Candidates must have either a degree or a professional accounting qualification and at least five years experience gained in a batch processing/manufacturing company.

Finance & Administration Manager

This is a key senior post demanding a high level of experience in both accounts and administration. As part of the management team, you will report directly to the Technical Director and be responsible for management systems, production control, staff training, purchasing and inventory, budgets and payroll. In addition, you will oversee the computer and data processing operations and general office services.

Both positions offer a challenging role within this new and developing company. The ability to be able to expand normal job horizons and participate in the initial set-up of procedures and practices is essential. In return, SPIMACO offers a tax free salary, accommodation, medical insurance, generous leave schedules and excellent career progression.

The appointee will have a strong finance background gained in a manufacturing environment. Experience of MAFICS II and cost accounting together with a knowledge of O & M principles would be an advantage. Candidates must hold a degree and/or recognised accounting qualifications.

For more information on these outstanding career opportunities, contact Greg MacDonald today on 01-631 4411 or write to him with your cv. at Moxon Dolphin Kerby Ltd, 178-202 Great Portland Street, London WIN 6UJ quoting reference 3354/E



MOXON · DOLPHIN · KERBY

INTERNATIONAL SEARCH & SELECTION

FINANCIAL CONTROLLER

To exercise divisional authority while keeping a corporate perspective

Up to £35,000, bonus + car

Midlands

Integrating two complementary businesses is one task, exploiting the synergies they offer is quite another. The company, a highly profitable subsidiary of one of the UK's better known multi-nationals, turns over £30m in products which are conceptual rather than tangible. The task will be to participate in the management and development of one of the two operating divisions, while holding a corporate responsibility for (and perspective on) financial reporting and management information. An acute business brain is therefore crucial, but it will be of little use without the skills needed to lead and manage a substantial team. Ideal candidates, probably in their thirties, will have the qualification and intellect to make (and keep) the basics simple. They'll have experience of managing a finance function in a service organisation, and they'll possess the energy and strength to relish a culture which is vibrant, intelligent and has a fundamental emphasis on getting things done (achievements will be recognised in the bonus element of the package). A hunger for improvement through innovation, and the determination to achieve it, will distinguish the best candidates. Please send full career details, quoting reference WE 9084, to Dave Denny, Ward Executive Limited, Academy House, 26-28 Sackville Street, London W1X 2QL. Tel: 01-439 4581.

WARD EXECUTIVE

LIMITED

Executive Search & Selection

Financial Controller

West End

c.£28,000 + Car

As a young but rapidly expanding and acquisitive PLC our client is a leader in its specialist field of I.T. services - offering consultancy, training and leading edge software products to a blue chip client base. Since floating on the USM in 1987, the company has continued to expand, both in the UK and overseas and it now seeks to strengthen and develop its finance function with the appointment of a young, enthusiastic and progressive thinking Controller.

This is a rare opportunity to play a key role in one of today's fastest growing environments. The Controller will be directly responsible for a wide range of functions, including management and financial accounting, systems, cash flow and staff supervision.

Duties will also encompass expanding international activities, with the opportunity to travel to subsidiaries in the USA and Europe.

If you are an ACA with 2 years commercial experience and feel able to face up to the challenges offered, contact Claire Lockey, who has been retained to assist the Company in its search.

the fleet partnership

Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH 01-631 1181 (24hrs). Fax: 01-631 4284

Handwritten signature

Josephine Lita

West End

The Mecca Leisure Group is recognised as a major force in the leisure industry with activities ranging from catering and hotels to casinos and nightclubs. The catering activities encompass the fast-developing High Street branded restaurant operations including Sweeney Todd's, together with top quality City restaurants, banqueting and character hotels.

c. £30,000 + benefits

Chief Accountant



Management Accountant

Reporting to the Financial Controller, you will have a central role within a small team of business professionals. Responsibilities will include control of the financial accounts department, production of financial and management information and development of reporting systems.

You must be a Qualified Accountant with at least two years' experience at a managerial level. You must have good knowledge of mainframe and micro systems. Personal qualities must include good communication skills and the ability to work to tight deadlines. Ref: 5237/FT

Reporting to the Financial Controller, you will work closely with operational management in controlling financial planning for the Branded Restaurants. This will involve production of strategic plans and budgets, business performance monitoring and capital expenditure appraisal.

You must be a Qualified Accountant with a multi-unit accounting background. You must have micro spreadsheet experience and strong interpersonal skills. The role will include regular visits to all branches. Ref: 5238/FT

Please send full personal and career details in confidence to Alison Hawley, quoting the appropriate reference on both envelope and letter.

Deloitte Haskins + Sells

Management Consultancy Division

P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

Finance Manager

c.£30,000 + F/E Car
M4 Corridor

This is an opportunity to join a vigorous young business team, managing the distribution subsidiary of a highly regarded and well established U.K. software house. Their executives enjoy considerable independence, with clearly defined objectives and an attitude to profit achievement and tight asset control which confirms future growth.

Line managers will recognise and value the contribution to be made by a quality Finance Manager who can provide the commercial as well as professional support they demand. The scope of the role is broad, encouraging initiative and innovation, with prime responsibility for strategic and short term planning, the development of management information systems and analysis of key financial data aimed at driving forward corporate performance.

The right candidate will be a qualified accountant, resourceful and self-reliant, to whom high professional standards are instinctive. The confidence, flair and management accounting skills to be of real influence with senior managers and an enthusiasm for the pace and stimulus of a marketing driven business, are essential. Age guide 27-32.

Please reply in confidence, quoting Ref E165 to:-

Margaret Mitchell FCCA
Mason & Nurse Associates
5a Station Road, Egham
Surrey TW20 9LD. Tel: 0784 71255
Offices in London, Birmingham and Egham

Mason & Nurse
Selection & Search



Swiss Bank Corporation

CORPORATE FINANCE

This leading European investment bank is committed to the development of its U.K. advisory business within its Corporate Finance Department. It now wishes to make the following strategic appointments.

Associate Director

Applicants must be professionally qualified and experienced at a management level in the field of corporate finance. They will ideally be currently employed in a U.K. bank or broker, or within the U.K. team of a leading international investment bank.

Executives

Applicants must possess a good degree and be Chartered Accountants or Lawyers, with an excellent examination record. Experience gained in company investigations or company commercial matters would be a distinct advantage, but a considered commitment to a career in Corporate Finance will be essential.

Career development prospects are outstanding and the remuneration packages envisaged are highly competitive. In the first instance please contact Roger Tipple, who is retained to provide full background information and to arrange an initial selection interview.

the fleet partnership

Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH. 01-831 1101 (24hrs).

Career Move Into Investment Banking

Young Ambitious Accountant

1-2 yrs P.Q.E.

c£30,000

Our client, a blue chip investment bank, is offering an unusual opportunity for an ambitious young ACA to work closely with its entrepreneurial management team.

Reporting to the Head of Finance, you will provide effective support for all aspects of financial and management accounting. The role also includes treasury related responsibilities and assisting management in a broad range of business activities from securities trading to corporate finance.

Candidates, aged 25-30 will be graduate ACA's with at least one to two years' post qualification experience. You should have good communication skills and the ability to undertake a broad range of management tasks and contribute in a real sense to the business.

This high profile position provides the opportunity to gain an understanding of virtually all aspects of investment banking within a close knit environment.

Interested candidates should contact Suzie Mummé on 01-248 3653 (or 01-673 2549 evenings/weekends) or write, sending a detailed CV to the address below or use our confidential fax line on 01-248 2814. All applications will be treated in the strictest confidence.

76, Watling Street, London EC4M 9BJ

BBM

Tel: 01-248 3653

ASSOCIATES

CONSULTANTS IN RECRUITMENT

Financial Controller

Photocopier Consumables Distribution

£27,500 + profit share + car + benefits
Major subsidiary of group involved in office equipment based in London

With an impressive record of expansion and profitability, our subsidiary has become one of the largest firms of independent photocopier consumable distributors in Europe.

The post of financial controller is new, reflecting the group's intention to develop its subsidiaries as autonomous units. You will be responsible for all financial and administrative aspects of the business and in particular develop the associated systems. Also you will play a key role in the commercial management and development of the business.

Applicants must be qualified accountants aged under 40, with experience of working with computer-based accounting systems in a small or medium-sized service oriented organisation. The ability to take on a wider commercial role is essential, and some exposure to overseas trading and the use of ECGD finance would be preferred.

There are prospects of a directorship within one year. Please write in confidence, enclosing your curriculum vitae including current salary and daytime telephone number to:

The Finance Director, Alger, Brownless & Court Ltd, 102b West Street, Farnham, Surrey GU14 7EN.

FINANCIAL CONTROLLER

WEST END

£29,000 + CAR + PROFIT SHARE

As undisputed market leader in the international drinks industry, our client operates as an autonomous UK subsidiary of an American parent group. This pre-eminence has come about through marketing excellence and exemplary planning, with an integral part of their successful growth pattern attributable to the enlightened use of financial controls and the high profile accorded to accounting executives within the company. In line with their current expansion programme, the client is looking to appoint a Financial Controller to their Head Office team.

The person appointed will be a natural leader with the ability to manage a department of twelve staff. Essential personal qualities will include a competitive nature and an ability to question all aspects of business operations. Although this position will carry ultimate responsibility for the accounting of all transactions, success will depend on the development of systems and staff rather than attention to day to day figure work.

This demanding role will suit an accountant with up to three years' post qualification experience and will appeal particularly to someone who understands the philosophies of highly successful, multinational organisations.

For further details please contact NEIL J. HINWOOD on 01-629 8863, fax your C.V. on 01-408 0961 or write to the address below.



RECRUITMENT CONSULTANTS

BOND HOUSE, 19-20 WOODSTOCK ST, LONDON W1R 1HF Tel: 01-629 8863

OUTSTANDING YOUNG CORPORATE ACCOUNTANT

DYNAMIC INTERNATIONAL GROUP

Northern England
Mid/late 20's

£35,000 package
plus exec. car

With turnover approaching £1 billion, this international manufacturing and distribution plc has established itself as the leader in a number of diverse markets. Expansion has been dynamic, both through organic growth and acquisition. While individual businesses enjoy a high level of autonomy, the Corporate Office plays a key role in setting overall commercial targets and directing the strategy to achieve them. In this fast-paced and exhilarating environment, a new position has been created for an outstandingly talented young accountant.

The growing size and complexity of this Group will generate constant challenges on the technical front. You will handle many complex accounting transactions between the Corporate Office and the businesses, report on and prepare regular Group-wide financial statements, while providing regular Head Office accounts. The streamlining and improvement of computer systems will also be in your brief, as will your important contribution to the interim and year-end reporting process. In addition, there will be many ad hoc assignments that will be both intellectually and commercially exacting.

To succeed in this small, high-powered finance team, you will be a graduate chartered accountant - probably, but not necessarily, still in the profession. You should have excellent technical and communication skills, with the ability to learn and react quickly to events as they happen. You should have an appetite for hard work and be capable of considerable career progress, as within two years you should have moved to a Directorship within a key business area.

Relocation will be paid where necessary.

Please apply to Dudley Harrop or Audrey Shaw at our Manchester office quoting ref. MK111.

ASB

ASB RECRUITMENT LTD

Armethyst House, Spring Gardens
Manchester M2 1EA Tel: 061-834 0618
Fax: 061-832 9123
Also at Liverpool and Leeds
A Division of ASB Barnett Kingings Plc

Financial Director Designate

NORTH WEST. c.£30,000 + BONUS + CAR

This is a key appointment in a well-established and profitable group of construction and related companies, itself part of a quoted Plc. Organic and acquisitive growth from the present £50 million turnover is planned.

Reporting to the Managing Director, you will have responsibility for the total finance and accounting function and be actively involved in financial policy formulation, financial planning, budgeting, forecasting and financial control. You can expect considerable commercial involvement in the

business as it expands and to be an integral member of the small but experienced senior management team.

A qualified accountant, you will probably be in your thirties and will have operated as Finance Director or equivalent level in a related industry. You should have had some experience of acquisitions and have a practical, shrewd approach to financial management, backed by a well-developed commercial awareness.

Resumes please, which include a

daytime telephone number and an indication of present salary, to Peter Jones, Coopers & Lybrand Executive Resourcing Limited, Apocis Court, 6 Minshull Street, Manchester, M1 3ED, quoting ref P71.

Executive Resourcing
Coopers & Lybrand

CJA

RECRUITMENT CONSULTANTS GROUP

3 London Wall Buildings, London Wall, London EC2M 5PJ
Tel: 01-588 3588 or 01-588 3576
Telex No. 887374 Fax No. 01-256 8501

High profile accounting appointments with opportunities for Financial Directorship within 3 years.



FINANCIAL PLANNING MANAGER— DESIGNATE

NORTHERN HOME COUNTIES

TO C.£27,000 + CAR

FMCG SUBSIDIARY OF DIVERSIFIED TOP 10 UK COMPANY UNDERGOING MAJOR REFOCUS AND CHANGE

We invite applications from qualified accountants with 2-3 years' post qualification experience preferably with an FMCG company, where experience has been gained using computer modelling techniques and exposure of working with main board directors. The selected candidate, who will move to manager status within six months, will play a key role in planning the company's refocus and influencing its future direction. Specifically this will concern: monthly reporting to the board and group head office; the accounting service to all head office functions; annual and five year planning; quarterly forecasting and special projects. Essential qualities are strength of personality, a positive attitude to working under pressure to tight deadlines and an enthusiasm for working with proactive colleagues in a "fun company noted for its challenge culture". Ref FPM22275/FT.



MANAGEMENT ACCOUNTANT— MARKETING/SALES

NORTHERN HOME COUNTIES

TO C.£27,000 + CAR

This same client also seeks applications from qualified accountants in their mid twenties with at least 1 year's post qualification experience gained in a marketing environment, ideally, but not essentially, in FMCG. Reporting to a Financial Director, key responsibilities as part of a small team will include: management accounting; reporting of brand sales and marketing performance; planning and forecasting for individual brands and sales sectors; reporting to brand owners on royalties issues; developing systems and improving control as well as dealing with many ad hoc assignments. Essential qualities required are the confidence and tact to extract essential information from all levels of management, to be PC literate, to be a team player, to have the ability to constantly re-assess priorities when working against time and above all to be commercial with a highly successful and aggressive team of graduate marketing/sales managers. ref: MA22276/FT.

For both the above appointments initial salaries are negotiable to c£27,000, plus fully expensed executive company car, contributory pension, free life assurance, free family medical scheme, assistance with removal expenses if necessary.

For both these appointments we are particularly keen to hear from candidates in strict confidence by telephone on 01-628 0969 or alternatively in writing, quoting the appropriate reference number, when your reply will be forwarded unopened to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager: CJRA.

3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PJ, TELEPHONE 01-588 3588 or 01-588 3576. TELE: 887374, FAX: 01-256 8501.

FINANCIAL PLANNING & ANALYSIS MANAGER

The retail challenge

£25,000 + CAR + BENEFITS • JUNCTION 4 M25

ACMA/JACA

Following the well publicised consortium buy-out of the Harris Queensway Group, a talented and committed management team is being assembled. Under the Chairmanship of James Gulliver, our strategic aim is to obtain competitive advantage within this fast-moving sector in which we are market leaders. This will be achieved through the enhancement of product ranges combined with concerted professional support throughout the supply chain.

Strong management and financial planning are imperative to the successful execution of this strategy and this commitment has already been reflected in the appointment of two Finance Directors to our four-man Main Board. To complement and further strengthen this finance team, we have an immediate requirement for two exceptional Financial Planning Managers within the £300m turnover Furniture Division.

Analysing information, evaluating strategic business decisions and enhancing profitability will form a key part of your brief. However, your responsibilities will be far more wide ranging. You

will, for example, be heavily involved in identifying profit opportunity and formulating business strategies. You will work closely with Divisional Directors ensuring action plans are implemented, and be totally committed to our business.

Pro-active, strong-willed and the ability to develop and inspire a picture of the future, you will have sound commercial and financial management experience in a fast-moving environment. A firm knowledge of financial modelling is vital as are creativity, maturity and excellent inter-personnel skills.

The initial rewards include a salary of £25k backed by a company car and other benefits. More importantly, future prospects and rewards within this dynamic and demanding environment are outstanding and totally performance related. Age indicator 25-30.

Write now, demonstrating the relevance of your experience, enclosing a full C.V. to: The Personnel Director, Lowndes Queensway Furniture, Lowndes Queensway, 76 High Street, Orpington BR6 0LX.

LOWNDES QUEENSWAY
FURNITURE

Finance Director (Designate)

Excellent Potential

FMCG subsidiary of Major PLC c.£27,000 + car + benefits

Our client, a rapidly expanding Plc is seeking a Finance Director Designate for one of their growth orientated subsidiaries. Reporting to the Managing Director with a dotted line responsibility to the Group Finance Director, you will lead a small team responsible for the accounting and financial control of this manufacturing subsidiary, which is a household name.

Key tasks will include the timely production of financial and management information, budgeting, capital expenditure control, systems development and enhancement.

Candidates should be qualified accountants of graduate calibre, probably aged 27-33 with a strong commercial awareness preferably gained from the fmec sector. Good computer skills and an ability to take a "hands-on" approach are further requirements for this key position. In addition you must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills.

This is a senior appointment and has excellent career prospects. Location is in the North of England and there is an attractive remuneration/relocation package for the right candidate.

If you are interested, please telephone Stuart Adamson FCA or Graham Marlow on 0532 451212 or send your CV, in confidence, quoting reference number 659, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

APPOINTMENTS

ADVERTISING

Appears every
Wednesday
and Thursday

for further information
call 01-873 3000

Deirdre McCarthy
ext 4177

Paul Maraviglia
ext 4676

Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Candida Raymond
ext 3351

Patrick Sherriff
ext 4627

Recently Qualified

c.£25,000 + car

This is a headquarters level role in a large, very successful, consumer product company which is exploiting its international marketing leadership to increase its product and territorial penetration. The resulting environment is one of professionally managed business expansion to which the finance function makes a full contribution.

The headquarters finance team is small, highly skilled and very interactive. This position gives an opportunity to see the full cycle of events with a particular contribution to strategic planning and annual budget cycles, monthly reviews of operating performance, development of appropriate control systems and a variety of short term projects.

Candidates should be qualified accountants interested in establishing quickly the groundwork for a successful longer term commercial career. Some previous exposure to statutory accounting and international tax issues would be helpful. The position is based in inner West London. Relocation assistance is available if necessary. Please apply in confidence quoting reference L403 to:-

Brian Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 01-240 7805

**Mason
& Nurse**
Selection & Search

FINANCE AND COMMERCIAL MANAGER

A Positive Step Towards General Management

Distribution
c.£27,000 + car

S W Midlands

This is a rare opportunity for an enthusiastic, broadly based Financial Manager to take a positive step towards a General Management role with one of the world's leading manufacturers, and a major UK distributor of a range of consumer and industrial products.

The company is seeking to expand sales rapidly from the current £10m pa, and to help achieve this a more effective company organisation is being established and new premises sought for its existing 40 staff.

A high calibre Finance & Commercial Manager is now required to create and establish a credible professional accounting function, to take responsibility for a growing Customer Service activity, including

purchasing and order processing, and to implement and develop financial and sales systems on the company's new IBM AS400 hardware.

Applicants for this position should be qualified accountants, probably aged 28-40 years, and already possess a successful track record, including financial management, in a fast moving, heavily computerised environment. The ability to lead and motivate a team of about a dozen staff is essential. Ambition and a determination to succeed are also vital.

Career prospects are exceptional, and along with a competitive, negotiable salary and company car, assistance with relocation expenses will be provided where appropriate.

Please write or telephone for an application form or send a detailed CV to Philip Guy, Human Resources Group, quoting Ref: PBM/2969/PG; PA Consulting Group, 6 Highfield Road, Edgbaston, Birmingham B15 3DJ. Tel: 021-454 5791.

**PA Consulting
Group**

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

Financial Management Film Industry

UK-FAR EAST

£25,000
plus benefits

A leading distributor of feature films worldwide, this Group's revenues are in excess of \$500 million with interests in over 50 countries.

In order to provide for the next generation of Financial Management within the Far East, they now need to recruit Far Eastern nationals to undertake comprehensive management training programmes.

Initially based at world-wide Headquarters in the UK, you will embark upon a structured training programme, commencing with a period of time in the existing audit function. Here you will obtain a thorough insight into the structure and operations of the Group. Subsequently, a transfer to one of the many Far Eastern interests will be effected in a senior capacity.

You must be:

- a professionally qualified accountant.
- a Far Eastern national, fluent in English, Mandarin and/or Cantonese.
- willing to travel extensively worldwide during the training period.

As an able communicator and effective report writer, flexibility in attitude and a willingness to view the role as a "training ground" for future advancement are of prime importance. Career prospects are outstanding.

Interested candidates should write in confidence to
Nicholson International (acting consultants) at
Vigilant House, 120 Wilton Road, London SW1V 1JZ,
ENGLAND, quoting reference F8061 or call on 01-976 5870 for
an initial discussion.



**NICHOLSON
INTERNATIONAL**

Treasury Analyst

c. £20,000 inc.

West End

At the headquarters of this multi-national pharmaceutical group we seek an Analyst to join the Treasury Department which is responsible for the Group's cash resources.

Reporting to the Treasury Manager, you will be responsible for:

- Compiling a number of reports at regular intervals covering the performance of the Group's surplus funds.
- Working with and deputising for the Money Dealer who manages the Group's daily UK cash position and foreign exchange activities.

Familiarity with 'IBM AT compatible' personal computers and specific software such as LOTUS 123 is essential. This job will require considerable daily use of a personal computer.

Training and 'hands on' experience in dealing in Money Market instruments will be provided as appropriate.

Applicants should have an accounting background (but not necessarily accounting qualifications) and have experience of producing accurate reports.

Salary quoted includes London Allowance and a guaranteed bonus. Other benefits include non-contributory pension and interest free season ticket loan.

Please send a detailed CV to Miss P.A. Sandry, Personnel Manager at the address below, or telephone Personnel Department ext. 300 for an application form.



Glaxo Holdings p.l.c.

Clarges House, 6-12 Clarges Street, London W1Y 8DH. Tel: 01-493 4060 Ext. 300.

Finance Director (Designate)

West Yorkshire

Our client is a newly formed autonomous subsidiary of a substantial £120 million turnover Group, operating in the high technology telecommunications sector. The new company will combine the existing installation and service businesses already developed within the Group.

They now seek to appoint a Financial Controller who, reporting to the Managing Director, will assume full responsibility for all aspects of the finance function. Key areas of responsibility will include the further development of management information systems, with emphasis on strategic business planning, which will allow the incumbent to play an

to £27,000+ Car+ Benefits

active role in the commercial management of the business. Candidates, aged 28-35, will be qualified accountants who can demonstrate outstanding achievement to date, coupled with strong communication skills and the ability to make an effective contribution to the profitable development of the business.

A comprehensive package is available, including full relocation expenses where appropriate. Interested applicants should write to James Russell, quoting ref: L8474, at Michael Page Finance, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. (Tel: (0532) 450212).



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Accountants · Solicitors Train In Canada For A Career In International Banking

This major international bank is offering a truly unusual opportunity to recently qualified accountants and solicitors. They seek to recruit talented young professionals with some experience of the banking world to train as fast-track commercial bankers. Successful applicants will spend a year attending the Bank's Account Manager Programme at Head Office in Canada. This course covers all aspects of Corporate Marketing and Credit Management and introduces the candidate to a wide range of Banking Products. On completion of training, these bankers will take up a middle management role in either Canada or Europe. Such individuals will be regarded as long-term global resources of the Bank, and can anticipate future high-level postings to branches around the world.

The bank is a broadly based institution whose operations cover capital markets and treasury instruments as well as the full range of corporate banking products: commercial credits, trade finance, structured finance and

leasing. Their international network covers the Americas, the Middle and Far East, the UK and much of Western Europe.

Candidates for these posts should be qualified professionals with either accounting or legal backgrounds. They should be graduates aged 26-30 with a couple of years' experience gained since qualification. This experience might be gained in either a professional or a banking environment but candidates should be able to demonstrate some understanding of financing needs and of banking solutions.

The bank will reward successful applicants with an attractive Canadian package in the first instance and will provide relocation assistance. Prospects for future promotion are excellent and candidates can confidently anticipate an exciting, challenging and remunerative career.

Interested applicants should contact Mark Harshorne on 01-831 2000 or write to him at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



Michael Page City

International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

HEAD OF AUDIT

HOME COUNTIES

c.£35,000
+ Car + Benefits



This major international company is widely recognised as a leader in its field and enjoys a major market presence in both the UK and Europe. The European audit function, based at Head Office, is held in high regard and now seeks to recruit a key person to lead the team. The emphasis is placed on operational review and the audit function is risk orientated, rather than transaction based.

The Head of Audit will determine international audit priorities, in conjunction with senior operational management, identify and monitor areas of corporate risk, and manage a team of travelling auditors.

The ideal candidate will be a qualified accountant (aged to 40) with experience of both audit and line accounting in a manufacturing/distribution environment. Key attributes are an analytical and creative approach to problem solving and the ability to recommend and implement change.

Success in this position will be recognised and rewarded by promotion to a financial directorship or into senior line management.

To discuss this position in further detail, please contact Fiona Birt-Lewellin on 01-629 4463 (evenings and weekends 01-542 2159). Alternatively, send her your CV to the address below.

HARRISON WILLIS

FINANCIAL RECRUITMENT CONSULTANTS
Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463.

CHIEF ACCOUNTANT

City **c£32,000 + Benefits**
A leading international bank, with strong capital markets interests, offers an excellent opportunity for a qualified ACA aged 28-32 to develop and manage the accounting function. Ref: SML6356

FINANCIAL CONTROL

City **c£30,000 + Car + Benefits**
As a qualified accountant with 3 years PQE you will be responsible for ensuring that accounting information is co-ordinated for the European Coet Centres of the non-trading operations of a leading securities house. Ref: CSM2740

MANAGEMENT ACCOUNTANT

City **£27,500 + Benefits**
Prestigious Japanese bank seeks a qualified accountant with a minimum of 2 years banking experience to strengthen the management reporting systems. This is a key position involving close liaison with business managers. Ref: SML5057

MIS MANAGER

City **c£25,000 + Benefits**
A leading international merchant bank seeks a recently qualified chartered accountant to become involved in special projects and to have overall responsibility for a large team of analysts. Ref: CSM2437

FINANCIAL ACCOUNTANT

City **£24,000 + Benefits**
Highly successful subsidiary of a prestigious financial services group seeks a qualified accountant aged 25 to 30 to take responsibility for management and statutory reporting and enhancing corporate profitability. Ref: HKM5730

To apply for these or other similar opportunities in London or South Essex write to or telephone

MANAGEMENT PERSONNEL
25 City Road, London EC1Y 1AA
Tel: 01 256 5041



Hoggett Bowers

Finance Controller (Director Designate)

West Midlands,

£32,000, Car

Part of a newly formed international manufacturing group this company is committed to the further strengthening of its dominant market position in a business which provides after-market services of sophisticated electronics equipment. They now have an immediate requirement for a key individual to join the senior management. Reporting to the managing director, your principal responsibilities will comprise the co-ordination and management of the finance function. This will encompass the development of the accounting administration systems, financial planning and control of the business, strict credit management, and providing timely management accounting information to meet the business requirements. Aged 30-45 you will be a qualified accountant with at least five years experience as an autonomous finance manager/controller with a background demonstrating achievements in your career to-date, your experience should include the development of systems and control of a field service force. It is essential that you can adopt a hands-on approach and can communicate well at all levels. The highly attractive package includes an executive car and a relocation assistance where appropriate. Career prospects are excellent.

G.J. Deakin, Hoggett Bowers plc, 13 Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD, 021-455 7575, Fax: 021-454 2338. Ref: B18057/FT.

Financial Controller

Cambridgeshire,

To £30,000, Car, Benefits

This is an exciting new opportunity for an ambitious, experienced professional to make a major contribution to the management and future development of this profitable £30m multi-site operation, which is rapidly becoming a major force within the meat processing industry. Our client has a well established base supplying the major national retailers, manufacturers, caterers and 'ready meal' processors using the latest and most advanced production techniques. Reporting to the managing director, responsibility will be for the complete financial and accounting functions and for spearheading the company's current computerisation. Aged 28 plus, qualified to ACA/ACMA, you will have a proven track record and be experienced in the introduction and implementation of computerised systems. In addition to a 'hands on' and down to earth approach, your communications skills and other personal qualities of drive and tenacity will be self evident. Career prospects are excellent and relocation to this most attractive and accessible area is provided where necessary.

J. Thorne, Hoggett Bowers plc, 3 Wellington Court, Wellington Street, CAMBRIDGE, CB1 1HZ, 0223-324441, Fax: 0223-323250. Ref: F11033/FT.

Divisional Management Accountant

Oxfordshire,

c.£25,000 Package, Benefits

This is an outstanding opportunity to further your career in a rapidly expanding division of one of the world leaders in the chemical and pharmaceutical industries. Working as part of the finance team your role will allow you to contribute to the continued success of the division and will include the preparation of financial information, business plans, budgets and development of the accounting systems. In addition a key responsibility will be to work closely with sales and marketing on all commercial aspects of the business. Qualified with preferably three years relevant experience, you will need first class analytical skills and have gained experience with computers. The attractive package includes a fully expensed car and relocation assistance where appropriate to this attractive location.

G.J. Deakin, Hoggett Bowers plc, 13 Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD, 021-455 7575, Fax: 021-454 2338. Ref: B18058/FT.

These positions are open to suitably qualified candidates. Please send a CV to the telephone for a Personal History Form to the relevant office, quoting the appropriate reference.
BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS,
LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR.
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call 01-248 8000

ABBEY PLANT COMPANY LIMITED FINANCIAL CONTROLLER

Circa £25,000 plus car and benefits

This progressive plant hire group operating in North/North East London, Hertfordshire and Essex wishes to recruit a financial controller to deal with all aspects of the group's developing financial systems and controls.

Reporting directly to the board, the successful candidate will be a qualified accountant, with relevant experience and with particular knowledge of computer based accounting systems.

Those interested should write, enclosing a full CV stating current salary and benefits to:

Hugill & Co.
Department A1
Hugill House, Swanfield Road,
Waltham Cross, Herts EN8 7JS

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Connaught Mainland

22 Suffolk Street, Birmingham B1 1LS 021-643 2824

GROUP CHIEF ACCOUNTANT

Hampshire/Surrey borders c.£50k + car

Operating in an expanding high technology market, this successful £300m professional services company has over 5,000 staff worldwide and ambitious plans for the future. The current size and future plans of the business necessitate the creation of this new role.

Reporting to the finance director, the group chief accountant will be fully responsible for planning and co-ordinating the preparation of the Group's financial statements and semi-annual budgets. An initial key task will be the definition of pertinent information for local and Board management and liaison with local finance directors to ensure that this is produced on a timely and accurate basis. The position will include substantial involvement in the development of accounting and reporting systems for subsidiaries in the UK, France, Germany and the USA.

Applicants should be qualified accountants aged 35-50 with senior level experience of managing the consolidation process of a substantial international group, ideally within the service sector. Essential requirements are the ability to effect cultural change amongst senior management and operate within an informal and rapidly changing environment.

A relocation package is available if appropriate. Please send career and personal details quoting reference F/529/A to: Carrie Andrews.

Ernst & Whinney

Executive Recruitment Services
Becker House, 1 Lambeth Palace Road, London SE1 7EU.

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Monday - Legal Appointments
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Thursday - Accountancy Appointments

Property Finance Director

West End
c£45,000 + Car

Our client is an extremely active and profitable division within a major diversified group that spans activities and services worldwide. As one of the largest profit centres within the group the property division will continue to play a key role in the future growth of the company.

As a direct result of continual new developments, both with the variety of schemes progressing in the portfolio and in terms of the management structure, a Finance Director is now sought. The role will report to the Managing Director and not only hold responsibility for the accounting function but will also cover project appraisals, acquisitions, treasury and the strengthening of the financial team supporting the division. In addition, the role will work very closely with the MD in directing the strategy and future expansion of the business.

Candidates, age indicator 35-45, will be qualified accountants who must have had

property experience. That experience must also include strong interpersonal skills to liaise with both internal corporate and external parties and be backed up by a strong commercial awareness with sound financial expertise.

Please telephone or write enclosing full curriculum vitae quoting ref: 320 to:

Philip Cartwright FCMA,
97 Jermy Street,
London SW1Y 6JE

Tel: 01-839 4672

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

Systems & Procedures Specialist

EXPATRIATE
ASSIGNMENT

Jawaly Oil Service is part of the Libyan Oil and Petrochemical Industry and provides a total recruitment service to individual operating companies.

Our client has a vacancy for a Systems & Procedures Specialist. Candidates will be qualified Accountants with a wide ranging accounting background including 10 years experience in systems procedures and controls. Duties will include evaluating and developing existing accounting procedures and systems in line with established company policy.

A comprehensive benefits package in line with expatriate employment practice is provided.

Please apply with full career details including copies of certificates and a recent photograph quoting reference WA/25 for Recruitment Co-ordinator, Umm Al-Jawaly Oil Service Co. Ltd., 33 Cavendish Square, London W1H 9EF.

FINANCIAL CONTROLLER

£80m Multi-Site Manufacturing

£35,000

Aged 28-32

Our client seeks a High Flier—intellectual, professional, managerial—for this prestigious role in a major division of a 'blue chip' company.

The Financial Controller will provide leadership to a bright young team in a proactive approach to management accounting and maintaining tight financial disciplines. There is also the task of reviewing the financial systems as a new generation of IT is being introduced.

Candidates will have a very good degree and be fully qualified accountants. They will have had financial responsibility in an operational manufacturing business.

The remuneration will include a results orientated bonus, executive car, share options and relocation expenses if necessary to the company's base in Sussex.

Please write giving details of age, qualifications, experience and present salary to Mike Pugh, quoting reference 1066. (Our Fax number is 0602 484742). No information will be divulged to our client without your permission.

CB-Linnell Limited

7 College Street, Nottingham NG1 5AQ.
SEARCH & SELECTION CONSULTANTS
NOTTINGHAM - LONDON

AMNESTY INTERNATIONAL

Amnesty International (AI) is an independent worldwide voluntary movement which works for the release of prisoners of conscience, seeks fair trial for political prisoners and opposes torture and death penalty in all circumstances. We are seeking to fill the following key positions:

DEPUTY SECRETARY GENERAL (DSG)

The Secretary General and two Deputy Secretary Generals provide the leadership for the 250 person staff of the International Secretariat (IS) in London, and maintain working relations between the IS and AI sections.

The DSG (Planning and Administration) has prime responsibility for developing AI's biennial strategic plan, monitoring income and expenditure of the International budget (currently £9 million), and for staff, budget and resource allocation. She/he has prime responsibility for the internal management and administration of the IS.

Candidates must have relevant management experience, have political judgment, be sensitive to the needs of an international multicultural membership organization, and be committed to human rights. Candidates must have experience of strategic planning and financial control, must have experience of staffing issues and must be able to work in a management team. The ability to represent AI and to travel is essential. Candidates must be able to communicate well in both speech and in writing. Good English is essential, other languages (particularly Spanish, French or Arabic) highly desirable.

SALARY: £24 953 per annum
CLOSING DATE FOR COMPLETED APPLICATION FORMS:

16 JUNE 1989 (both posts)

For more information and an application form contact:
Personnel Office, Amnesty International
1 Easton Street, London WC1X 8DJ
Tel: (01) 837-3805

HEAD OF FINANCE AND ADMINISTRATION

AI needs a Head of Finance and Administration to be responsible for the financial management personnel and training policies, and offices and premises management at the IS in London.

She/he is responsible for the financial management of a budget in excess of £9 million. She/he is responsible for the preparation of budget projections, and for ensuring liaison with AI sections on financial planning.

She/he is responsible for the management of 35 staff, through three unit managers. She/he is part of the senior management group and is responsible for developing policies under his/her control, and within the IS. She/he is the Company Secretary of the AI Limited Companies.

Candidates must have relevant experience and/or qualifications in financial planning and control. She/he must have experience of managing and supervising staff in a unit or small organization, and must have experience of initiating and implementing policies. She/he must have experience of dealing with personnel and training issues and an awareness of industrial relations. She/he should have experience of premises and office management and awareness of legal requirements. She/he must be sensitive to, and preferably have some experience of, the needs of a multicultural voluntary international organization. Excellent English; knowledge of other languages (particularly French or Spanish) is an asset. She/he must be able to communicate well both orally and in writing.

SALARY: £18 853 per annum

**amnesty
international**

GROUP CHIEF ACCOUNTANT

SOUTH BUCKS

c.£30,000

+ Car + Benefits

Our client, a leader in its field of specialised hi-tech manufacturing, has grown to be a world-wide organisation with operations in seventeen countries and an annual turnover exceeding \$100 million.

Due to a reorganisation of the finance function, the European Headquarters now seeks an ambitious individual to take responsibility for all financial and cost management accounting of its £30 million operations in Europe, Comecom and the Middle East, leading a department of ten staff and reporting to the Financial Director.

The ideal candidate will be a graduate qualified accountant aged to 35 with a background in the manufacturing sector and should be used to US companies or businesses with a similar 'fast moving' environment. Knowledge of a European language would be a distinct advantage, although not essential.

The role will appeal to a generalist from a smaller company seeking a move to a larger and more sophisticated environment or a specialist from a major company wishing to broaden their experience.

For further details contact **Adrian Barrett** on 0734 391003 (evenings and weekends 0442 85369). Alternatively write enclosing a full Curriculum Vitae quoting Ref RG762.

HARRISON WILLIS

FINANCIAL RECRUITMENT CONSULTANTS
15 STATION ROAD, READING, BERKS RG1 1LG. TEL: 0734 391003.

» RAPID RECALL »

FINANCE DIRECTOR [DESIGNATE]

Computer Industry

c. £40K + Executive Car, Bonus, Options

Thames Valley

Rapid Recall is a leading independent supplier of computer systems and support services in the UK. Established in 1976, we have grown to a company with 230 staff and a turnover approaching £50 million and are the major UK part of the leading European computer group, Metrolgie Internationale SA.

Our success is built on both vigorous attention to our customers needs and employing people with professionalism, drive and flexibility. Our style is open and results-orientated, rewarding personal initiative within a teamworking culture.

We now have an opportunity for a high-calibre individual, whose career is definitely fast-track, to join our senior management team as Finance Director (Designate). Key responsibilities will include management of the Finance and Treasury functions and giving strategic input to the overall business direction.

In your late 20's to mid 30's, with at least 5 years post-qualification experience, you will currently be responsible for the finance department, ideally in a fast-moving business. You will have excellent managerial and interpersonal skills and be equally comfortable at both operational and strategic levels. In addition, a working knowledge of French would be helpful, but not essential.

We can offer an excellent package of salary c. £40K, performance-related bonus, share-options, private health, life assurance, pension scheme and an executive quality car.

Please write, enclosing a full up to date curriculum vitae stating current salary to Ed Mash, Personnel Manager, Rapid Recall Limited, Rapid House, Denmark Street, High Wycombe, Bucks, HP11 2ER.

Financial Controller

EAST MIDLANDS,

c£27,000 + BONUS + CAR

This £50m turnover company operates in one of the country's most buoyant service sectors. They have experienced strong organic and acquisitive growth and are acknowledged as one of the clear UK leaders in their market. Competition is fierce with the emphasis on providing a service which reacts quickly and effectively to ever more demanding customer requirements.

You will report to the Director - Finance and Administration, with line responsibility for your own head office team and a reporting responsibility for regionally based Financial Managers. You will be expected to ensure timely, accurate and consistent reporting of consolidated data and interpret

performance for senior management. Emphasis will be on the analysis of period reports, with action orientated recommendations to senior management. You will assist in the evaluation of potential acquisitions and play a positive role in budget setting. The next year will see many changes in systems and you will play your part in their implementation.

A qualified Accountant, you will probably be aged in your early to mid 30's. Your track record must indicate strengths in planning and control and your experience will ideally have been gained in a multi-site business. You will need considerable strength of character and self confidence to deal with hard nosed and demanding line

managers. This is a high profile position and success in it will logically lead to considerable progression in the group.

Please write, enclosing a full career résumé which includes a day time telephone number and an indication of present salary, to David Owens, Coopers & Lybrand Executive Recruiting Limited, 43 Temple Row, Birmingham B2 5JT, quoting reference D322.

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ext 3694

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ext 3351

Patrick Sherriff
ext 4627

FINANCIAL CONTROLLER

Home
Counties

c.£30K + Car etc

JPW
Recruitment Advertising

Our client a major European group with excellent profitability and with several operating companies in the UK, intends to appoint a first class Accountant to manage the finance function of one of the UK companies.

The Controller and his/her staff will provide a comprehensive service to the UK operation comprising management reports, consolidations, taxation, project accounting and year-end accounts.

The appointee will be of CA status, aged c.40 and will be computer literate. He/she will be both adaptable, versatile and an excellent communicator who can quickly establish a working rapport with the managers of the UK operation whilst surviving the pressures they generate.

An excellent salary and car will be offered with family health cover, pension and life assurance included. Future career prospects are also good.

Please write in confidence quoting Ref. 601/ET to: JPW Recruitment Advertising Ltd, Chancery House, 53/54 Chancery Lane, London WC2A 1QX.

الطريق إلى

Jobs, in life

Senior Financial Controller

£25,000 - £30,000

A dynamic and professional accountant is required for a highly successful advertising and direct marketing agency. The company is achieving a remarkable rate of expansion, consistently winning valuable new business as well as developing its blue-chip client list. Satellite companies have already been established to work in the telemarketing and the public relations areas and future plans include the development of in-house studio facilities. The Senior Financial Controller will be joining the agency at an exciting phase in its development and will need to be a highly flexible and intelligent individual with the potential to grow with the company. The job will involve supervising an accounts team of three people, producing monthly management information and work as part of the

Plus Car and Benefits
management team, making recommendations on financial issues.

The successful candidate will be a qualified accountant, with four years' post qualification experience. He or she will ideally be in the 30 to 35 age range, as the agency consists predominantly of young staff. Strong computer skills are essential, as the company is quickly outgrowing its present system.

Ideally, candidates will have some knowledge of advertising, having either worked in the area within an agency, or handling the audit of a media company within an accountancy practice. Client-side experience is also necessary and this should have been gained in a service industry.

Please write, in confidence, to Kelly Iriondo at the address below, quoting ref. no. SHA,1196

SH Stoy Hayward Associates
MANAGEMENT CONSULTANTS, EXECUTIVE SELECTION DIVISION, 8 BAKER STREET, LONDON W1M 1DA
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Group Accountant

Surrey

c£25,000 + Bonus + Car

Our client is a UK plc that manufactures and distributes household named products and has a turnover approaching £300m.

The role will report to the Assistant Controller as part of a young head office team. Duties will encompass post acquisitions projects, financial reporting, taxation and treasury matters. The role will involve substantial liaison with divisional management.

Candidates should be qualified graduate accountants, age indicator 24-26, with good communication skills, business

acumen and financial analysis ability. Future opportunities for career development are excellent as this group plans further expansion in the UK and overseas.

Please telephone or write enclosing full curriculum vitae quoting ref: 321 to: Nigel Hopkins FCA, 97 Jermya Street, London SW1Y 6JE

Tel: 01-839 4572

Cartwright Hopkins

FINANCIAL SELECTION AND SEARCH

Finance Entrepreneur

Acquisition Specialist

c £50,000 plus

Melton Medes Limited is a highly successful international private company with interests ranging from manufacturing, printing and construction to healthcare. Through skilful and aggressive acquisitions the group has grown rapidly to over £150 million turnover within six years of inception and has further ambitious expansion plans. The group also has major stakes in Public Companies.

In support of the growth plans our client requires a high calibre, enterprising director who will report to and work closely with the Chairman. The main role will be to implement acquisition policy. In addition the director will be the group representative for a number of autonomous subsidiaries for which he will be responsible. With a high degree of autonomy, this challenging

position offers a superb opportunity to work at the highest levels in industry and within the City.

Applicants should have extensive experience of all aspects of the acquisition and disposal process from initial strategy through to funding and contract negotiation. They must be personable self starters, with the ability to take decisions and the intellect and energy to work at senior level in a dynamic environment. Age is not important.

Personal characteristics are as important as technical skills and this demanding role requires a high degree of drive and energy. Strong negotiating skills are essential, coupled with a sense of tact and diplomacy. An applicant should be equally at home in the boardroom and on

the factory floor.

This is a rare opportunity to join one of the UK's most successful companies and salary for the right person, will not be a limiting factor. With job satisfaction, and excellent remuneration, the rewards of this challenging position are high. So, however, are the demands: those who prefer a passive role should not apply. Location is preferably East Midlands. Please write with career details and current salary quoting reference MCS/2046 to Geoff Firth,

Executive Selection Division
Price Waterhouse
Management Consultants
Victoria House
76 Milton Street
Nottingham NG1 3QY



Price Waterhouse



FINANCIAL PLANNING MANAGER

West Yorkshire
c £40,000 package + car

Our client is a major name in the competitive field of financial services. Recent successes and new developments have created an opportunity to join this progressive organisation as a senior member of the Finance Team.

Working closely with the strategic planning and corporate finance teams you will evaluate and project the financial implications and feasibility of proposed business plans for the Group and ensure that there is a sound financial and commercial basis to options considered for the future. You will also work closely with the Group's Treasury Function in establishing capital plans and monitoring of Asset and Liability management policies. Working with the Heads of Finance in subsidiary companies, you will also be responsible for group budgetary control, investment appraisal, performance monitoring and analysis.

As an emerging integrated financial services group in a highly competitive environment, the application of highly

developed sophisticated management performance systems is seen as crucial to the organisation's future successes. Candidates must be able to design and support implementation of management control systems.

A graduate qualified Accountant or MBA, you should have considerable experience of financial planning, modelling, acquisition evaluation and budgetary control. You must also have flair, initiative and excellent interpersonal skills. The successful candidate will be capable of being considered for the role of Group Financial Controller.

The excellent salary package includes a concessional mortgage, BUPA, pension scheme, profit related bonus and relocation where appropriate.

Please send full career details, clearly demonstrating the relevance of your experience and giving your current salary package. Your application will be forwarded to our client unopened. (Please address for the attention of Security Manager if listing companies to whom details should not be sent.) Ref. L11 38 PA Consulting Group, Advertising and Communications, 15 St Pauls Street, Leeds LS1 2JG.

PA Consulting Group

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

Remuneration Planning Consultant

£25,000 - £30,000 + car

Executive Benefit Services

Price Waterhouse has recently set up a specialist division dealing with the rapidly developing and highly topical issues of Executive Benefits, increased demand for their high quality services has stimulated a need for a further consultant to work in the remuneration planning section.

The appointment involves assisting clients in developing strategic reward systems using the most advanced remuneration techniques.

- Roll-up and continuous deferred remuneration plans.
- Multiple-tier executive incentive schemes.
- Controlled reward modelling for cash and share incentives.

Your responsibilities will bring you into contact with a wide range of clients in many industries.

Ideally you should be a qualified accountant, lawyer or member of the Institute of Taxation with experience of share option schemes, Schedule E, CGT, NIC's and expatriate tax. You should be aware of the impact on business of employee remuneration planning.

We are looking particularly for bright, ambitious, young professionals with the ability to inspire confidence in clients at high level meetings and make an important contribution to the growth of this new division.

The remuneration package is competitive with excellent prospects for rapid promotion. Please write with CV to:

Annie Ogle
Price Waterhouse
Southwark Towers
32 London Bridge Street
London SE1 9SY

Price Waterhouse



OFFICES IN LONDON • AMSTERDAM • BRISBANE • BRISTOL • CARDIFF • EDINBURGH • GLASGOW • LEEDS • LIVERPOOL • LONDON • MANCHESTER • MILWAUKEE
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SYSTEMS LIAISON

Financial Services To £27,000 + Banking Bfts
C. London.

International Merchant banking remains one of the most challenging and rapidly developing sectors for accountants looking for fast-track careers, and our client is at the forefront of all areas of new business development.

They now seek to recruit a systems/project accountant to be responsible for the development of systems in these new areas, with a view to creating a consultancy team capable of high level review and implementation of new ideas. Planned growth will lead to many new and varied assignments providing ambitious candidates with an excellent grounding in all the bank's diverse areas.

Candidates aged 24-30 should be fully qualified accountants with a special interest in systems work. The excellent benefits package includes a generous mortgage subsidy.

Interested applicants should call Lee Acton, quoting Ref. AA 320.

FINANCIAL MANAGEMENT

Start up operation £27,000 + car
Cambridge.

A fore-runner in a new field of telecommunications, our client is uniquely placed to exploit the expansion of its market. With the backing of a consortium comprising three multi-national organisations, the firm can expect to enjoy exponential growth. Openings now exist for three qualified accountants to join this dynamic team within financial control, treasury, and planning management. Each appointee will be in charge of fully developing their own roles.

These are key appointments and the successful candidates can expect immediate front-line business involvement. They must possess well developed technical skills and be committed to the future of the company.

Interested applicants should call Fergus Hooley, quoting Ref. AA 93.

HUDSON SHRIBMAN

VERNON HSE SIOULAN AVE LONDON WC2A 2QH TEL: 01-831 2323

FINANCIAL RECRUITMENT



FINANCIAL CONTROLLER

CASSELL £25,000 P.A. + car/benefits

Cassell is a rapidly expanding independent book publishing company specialising in the trade, educational and reference sectors.

Turnover is expected to be in excess of £10m in 1989 and has increased threefold over the last three years mainly by acquisition.

As a result of this growth the Company needs to recruit a Financial Controller to be responsible for the financial and management accounting function and head a small team of eight people. The position will report to the Financial Director.

Candidates will be ambitious, energetic, qualified accountants preferably with a strong commercial background in financial management and with a good knowledge of computerised systems. Age range 25 - 35.

Please write in confidence, enclosing a comprehensive CV including current remuneration to:-

F J Boney, Financial Director, Cassell PLC, Artillery House, Artillery Row, LONDON SW1P 1RT.
Tel: 01-222 7676

INTERNATIONAL BANK located in LUXEMBURG

undergoing a rapid expansion seeks to strengthen their accounting group by appointing a (m/f)

BANK ACCOUNTING OFFICER

He/she will be a certified accountant with banking experience in a general operations department. The successful candidate will be responsible for a number of key information areas. Knowledgeable in the drawing up of financial plans, IML reports and establishing the Anglo-Saxon shareholders reports, the right candidate showing good potential will be able to undertake a wide range of operations that will contribute to the bank's development, thus allowing scope for career advancement.

If you feel you have the right experience and are perfectly bilingual in French and English, please contact our consultant to set up a meeting. All applications will be treated in the strictest of confidence. Tel.: 01832 2777. 72.61

Mrs. D. van TURENHOUDT
specialist in the recruiting of financial personnel,
avenue de Mai 38, 1200 Brussels.
Brussels-Luxemburg-London-Paris



DUNLOP SLAZENGER INTERNATIONAL LIMITED

PARIS

CHIEF FINANCIAL OFFICER

c£30,000 (Equivalent) + Relocation + Benefits

If you would like a career within the Dunlop Slazenger International Group based in our Paris offices then we have the resources to match your aspirations.

You will be reporting to the Group Financial Controller and will manage 15 staff. Financial and Administration control will require your keen commercial acumen and system skills with emphasis upon sales, purchases and warehouse distribution.

You should be a QUALIFIED ACCOUNTANT and be fluent in French. Challenging prospects will ensure your career keeps pace with our worldwide reputation as market leaders in the field of sports and leisure.

For further information contact:
Accountancy Personnel,
2nd Floor,
Pearl Assurance House,
High Street,
Woking,
Surrey GU21 1YJ
Tel: 0483 757774



Accountancy Personnel

Placing Accountants First

Hays

A HAYS PERSONNEL SERVICES LIMITED COMPANY

VENTURE CAPITAL

Outstanding ACAs c£30K package + bonus

Building upon an enviable reputation, this division of a leading UK Merchant Bank plans to increase the strength of its Venture Capital teams through an uncompromising recruitment policy of selecting only the best talents available.

As part of this process, they require a small number of exceptional young Chartered Accountants (aged mid-late 20s) who possess impeccable Academic and Professional Qualifications and whose technical skills - honed during circa two years' PQE in Industry, Commerce or the Profession - will make a significant contribution towards the provision of Development Finance for a diverse UK and International client portfolio.

Equally important, candidates will be eager to assist companies at the post-investment stage, and will derive immense satisfaction from seeing a project through to its successful conclusion.

These positions carry immediate responsibility since our client is seeking Management Potential for the early 1990s.



For further information write to Michael Masterson, H.M.A. Recruitment, Chancery House, 53/64 Chancery Lane, London WC2A 1QS, enclosing your curriculum vitae. Telephone 01-242 1822. Fax 01-831 6425.

Financial Director

TO £35,000 + CAR
HOME COUNTIES/M4 CORRIDOR

For this internationally based manufacturer of specialist construction equipment, which has through technical innovation, product performance and reliability, secured an enviable reputation as a prime supplier worldwide. Organizational restructuring of its UK subsidiaries, where turnover is now planned to exceed £20m, has resulted in the need to strengthen the management team by the appointment of an experienced financial manager.

In this newly created post you will have total responsibility for the financial functions of both the domestic sales and servicing and international trading operations. You will be expected to

make a significant contribution to decision making across the entire spectrum of business activities and be instrumental in driving forward financial performance. The brief includes the further development of financial and management information systems, control and administrative procedures and management reporting requirements.

A qualified accountant, probably in the age range 28-35, you must have a sound knowledge of the commercial requirements of international trading, in addition to proven technical and financial skills. Direct involvement in management information and integrated financial systems are

prerequisites. Relevant post qualifying experience is important, ideally gained in an international group engaged in contracting and/or the sale of capital equipment. The ability to manage and motivate a small team and the personal standing to be of influence at board level is essential.

Please send résumés, including details of present remuneration and giving a daytime telephone number to Adrian Edgell, Coopers & Lybrand Executive Resourcing Limited, 9 Greyfriars Road, Reading RG1 1JG quoting reference A5548.

Executive Resourcing **Coopers & Lybrand**

Finance Director

Maidenhead

c. £40,000+
excellent benefits

Our client is a leading pharmaceutical company which is part of an international healthcare organisation. With an established range of mature products they are continuing extensive research into the development of new products for the 1990's.

Reporting to the Managing Director, you will have a substantial role, acting as business advisor, in planning the future development of the business. Key responsibilities will include strategic planning, control of the finance function and providing financial input for decision making purposes.

You will be a Qualified Accountant in your mid to late 30's; senior management experience should have been gained within a challenging environment, possibly within an industry which is

undergoing substantial change. You must have a creative and proactive approach and the flexibility to succeed in this demanding environment.

The remuneration package will include a performance related bonus, non-contributory pension and the opportunity to participate in a share option scheme.

Please send full personal and career details in confidence to Charles Vallee, quoting reference 5250/FT, on both envelope and letter.

Deloitte Haskins & Sells

Management Consultancy Division
P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL



PROJECT ACCOUNTANTS NEWLY/RECENTLY QUALIFIED WITH LINE MANAGEMENT POTENTIAL WHYTELEAF UK OPERATION CROYDON INTERNATIONAL OPERATION £Highly competitive + Subsidised mortgage

For further information contact:
Accountancy Personnel,
33 George Street
Croydon CR9 1LB
Tel: 01-886 4886.

Operating in more than 80 countries around the world and well placed to meet the challenges of 1992, our client, Commercial Union, is one of Britain's leading financial services groups. The continued development of new and existing markets has resulted in the creation of a number of rewarding career positions involving responsibility for a variety of special projects, the development of financial controls/reporting procedures and the enhancement of management information.

DIVISIONAL FINANCIAL CONTROLLER

SURREY £24,000+ CAR+BENS.
A newly created post for a qualified accountant with 3 years p.q.e. in a manufacturing environment to take responsibility for the daily running of the accounts functions for a number of subsidiaries within an international group. Displaying extensive management skills and the ability to communicate at all levels, the successful candidate will also be involved in the development and implementation of computerised accounting systems with emphasis towards management reporting and cost analysis. Superb benefits package. (Ref. JN 024).

For further information contact:
Accountancy Personnel,
72-74 High Street,
Guildford GU1 3HE.
Tel: 0483 84692

FIRST TIME PASSES?

CENTRAL LONDON £27,000+CAR+LARGE CO. BENS.
One of the largest international oil companies in the world is offering an outstanding career opportunity to a dynamic young Accountant with ambition and a first class record of achievement. Financial reporting, systems development, spreadsheet modelling, management information, taxation, consolidations this is a truly interesting role. Prospects are excellent, there are a number of possible career paths and promotion is envisaged after 12-18 months. You should be ACA/ACCA/ICMA qualified (within 2 attempts) and wish to work for a large and successful corporation. If you would like to apply for this challenging position, then please telephone or write quoting (on the front of your letter if writing); Ref. JWSK.

For further information contact:
Accountancy Personnel,
36-44 Moorgate,
London EC2M 3EL.
Tel: 01-638 9855.

Accountancy Personnel
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Commercial Controller City Salary to £40,000 + benefits

Our client, an established and well-respected Securities House, is dedicated to maintaining its lead in an increasingly competitive market place. They aim to achieve their objectives by keeping abreast of the latest business products and methodologies available, and by utilising them to their fullest advantage. As a consequence, they have identified the need for a commercially aware Controller to put their ambitious plans into action.

Reporting to the Director of Finance and Administration the appointee will play a major role in the firm's future growth and development. Candidates must be qualified Chartered Accountants with at least two years experience within the Securities Industry. They should be familiar with computerised settlement and accounting systems, and possess a well-developed sense of commercial awareness, and entrepreneurial spirit, enabling them to identify profitable business areas and participate at senior level in acquisition negotiations. Candidates should be aged between 32 to 40 years.

Excellent prospects exist in line with the firm's predicted growth. Interested candidates, who meet these criteria should send a detailed curriculum vitae including current salary and daytime telephone number to Carol Jardine quoting reference LM100 to Spicers Executive Selection, 13 Bruton Street, London W1N 7AH.

SPICERS EXECUTIVE SELECTION
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

Manager Performance Reviews

NW Surrey around £38,000 + car

Large multi-national manufacturing group seeks a financial manager to investigate and report on comparative performance and disciplines of operating companies in this country and overseas. Travel would be primarily in the UK and Europe. Preferred age 30-42.

Candidates will be qualified accountants accustomed to multi-national operations in the profession and/or industry. Creative ability, application and interpersonal skills are essential. Prospects are excellent.

For fuller details write in confidence to
W T Agar at JC&P, 104 Marylebone Lane,
London W1M 5FU demonstrating your
relevance clearly and quoting 2302/FT.

**John
Courtis
& Partners**
Search and Selection

YOUNG FINANCIAL ACCOUNTANT

VICTORIA, SW1 - c.£25k + CAR + BENEFITS

Iron Trades Insurance Group is a growing force in general insurance. Operating mainly through brokers, we have assets of over £500 million and a premium income in excess of £120 million.

Responding to the changing needs of today's dynamic market, we are implementing a major reorganisation programme to allow our competitive edge to cut even deeper into new market areas.

At the heart of this new drive for change, we're looking for an ambitious young Financial Accountant to control a busy team of eight. Responsible for the compilation of annual accounts, forecasts and management information for two of our major operating companies, you will also play a key role in the planning and development of new financial systems, review of statistical data and formulation of projections.

Based at our head office in Victoria, this is a varied and rewarding career opportunity which calls for first-class man management and communication skills. Qualified to ACA/ACCA/ICMA standard, you should have several years' commercial experience together with the personality and drive to succeed in a progressive, fast-paced environment. Previous insurance experience, although advantageous, is not essential.

As well as excellent career prospects you'll enjoy a starting salary of £25,000 and comprehensive benefits including company car, mortgage assistance and non-contributory pension scheme. Please write with full career details to: Janis Quinn, Personnel Officer, Iron Trades Insurance Company, 21-24 Grosvenor Place, London SW1X 7JA. Tel: 01-235 6033.

IRON TRADES
Insurance Group

Finance Manager

Davy McDermott, a major British company specialising in the design and project management of offshore oil and gas installations, is seeking an experienced Finance Manager to assist the Company with its expansion and development plans.

You will report directly to the Managing Director and join an established and highly motivated senior management team. Responsibilities will include managing the financial aspects of the Company's operations and advising management on the commercial considerations of a wide range of business options.

We are looking for an experienced senior accountant who is well used to pressure and responsibility and has good communication and interpersonal skills. It is unlikely that applicants below their mid-30s will have the required experience and maturity for this demanding role.

The substantial salary and benefits package is all that would be expected from a major employer. In the first instance, please contact Raymond J. Bettis, Divisional Director of Personnel on 01-903 1333 for further information or send your CV to him at Davy McDermott Limited, McDermott House, 140 Wembley Park Drive, Wembley, Middlesex HA9 8JD.

DM
DAVY McDERMOTT LTD

OPERATIONAL AUDITOR

The Penguin Group is looking for an Operational Auditor to join its newly created Operational Audit Department based at our Hammondsworth offices. The work of the department is wide ranging and varied as would be expected in this large and expanding international publishing group.

Initially the audit coverage will be in the U.K. but as the department establishes itself, opportunities may develop to undertake audits in the Group's group companies in the U.S.A., Canada, Australia and New Zealand.

The requirement is for a qualified Accountant with operational audit experience, who is prepared to adopt a flexible approach in this challenging environment.

Penguin offer an excellent benefit package including Private Health Care, and Pension Scheme.

If you are interested in this position and would like an application form, please telephone 01-759 2460 (24 hours), quote reference AUD/7 and leave your name and address.

THE PENGUIN GROUP
We welcome applications from all sections of the community.

EUROPEAN ACCOUNTANT Purley, Surrey c £28,000 + car

EMC² is a leading manufacturer of peripheral equipment for mainframe and mini computers. Headquartered in Boston, Massachusetts, the company is now looking for an experienced qualified Accountant to be based in the European Headquarters at Purley, Surrey.

Reporting to the European Controller, the ideal candidate will have the following background:-

- 1) Accounting qualification obtained in leading professional firm
- 2) Experience of USA and European reporting requirements
- 3) Strong familiarity with PCs and computerised business systems
- 4) Understanding of Foreign Exchange exposure management
- 5) Knowledge of French and/or German

If you are interested in the above position, please send your CV including recent photograph to Mr C. Patterson, EMC Computer Systems (UK) Ltd, EMC House, 814 Brighton Road, Purley, Surrey CR2 2BR.

A MEDIUM SIZED
ESTABLISHED UNDERWRITING
AGENCY AT LLOYD'S
REQUIRES A

QUALIFIED ACCOUNTANT

Experienced in Management Accounts and Computerised systems.

Aged under 40, salary package commensurate with the position taking into account age and experience.

Write with full c.v. in the first instance to:

Mrs. J.M. Drysdale
Gooda Walker Ltd,
Chesterfield House,
26/28 Fenchurch Street
London, EC3M 3DQ.

FINANCE DIRECTOR REQUIRED

for fast-expanding acquisitive plc. The right person will be part of a dynamic team. Remuneration negotiable and equity participation expected.
Write Box A1218, Financial Times, One Southwark Bridge, London SE1 9HL

£30,000 HIGH FLYER CENTRAL LONDON

Our Client, a highly successful two partner firm of Chartered Accountants, seeks and individual aged 28-35 with a "shirk sleeve approach" to assist with the running of this practice. You will be ambitious, hard working, technically aware and keen to progress to Partnership level within the near future. Please contact David Paton, on 280-5522 alternatively send your CV to: Executive Search Division, Hynes Associates Ltd, Wells House, 77-79 Wells Street, London, W1.

Appointments Advertising appears every

- Monday - Legal Appointments
- Wednesday - General Appointments
- Thursday - Accountancy Appointments